

Council



Forest Heath
District Council

Title:	Agenda
Date:	Wednesday 29 June 2016
Time:	6.00 pm
Venue:	Council Chamber District Offices College Heath Road Mildenhall
Membership:	All Councillors You are hereby summoned to attend a meeting of the Council to transact the business on the agenda set out below.  Ian Gallin Chief Executive 21 June 2016
Quorum	One quarter of the total number of Members
Committee administrator:	Helen Hardinge Democratic Services Advisor Tel: 01638 719363 Email: helen.hardinge@westsuffolk.gov.uk

Public Information



Forest Heath
District Council

Venue:	District Offices College Heath Road Mildenhall Suffolk, IP28 7EY	Tel: 01638 719363 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:	<p>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.</p> <p>Please note that the Public Gallery holds a maximum number of 35 persons seated. Access by members of the public is available on a 'first come, first served' basis and permission is not given for standing room only.</p>	
Public speaking:	<p>At ordinary meetings of the Council, members of the public who live or work in the District may put questions about the work of the Council to members of the Cabinet or any Committee. 30 minutes will be set aside for this. 30 minutes will also be set aside for questions at extraordinary meetings of the Council, but must be limited to the business to be transacted at that meeting.</p> <p>A person who wishes to speak must register at least fifteen minutes before the time the meeting is scheduled to start. This can be done by sending the request to democratic.services@westsuffolk.gov.uk or by telephoning 01638 719363 or in person by telling the Committee Administrator present at the meeting.</p> <p>Written questions, detailing the full question to be asked, may be submitted by members of the public to the Service Manager (Legal and Democratic Services) no later than 10.00 am on the previous working day to the meeting of the Council. Email: democratic.services@westsuffolk.gov.uk Tel: 01638 719363</p>	
Disabled	The public gallery is on the first floor and is accessible via	

access:	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. Minutes 1 - 16

To confirm as a correct record the minutes of the Council meetings held on 24 February 2016 and 11 May 2016 (copies attached).

2. Chairman's Announcements 17 - 24

Report No: **COU/FH/16/009**

3. Apologies for Absence

4. Declarations of Interest

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.

5. The Leader's Report 25 - 26

Report No: **COU/FH/16/010**

Council Procedure Rule 8.2 states that '*the Leader of the Council will introduce the statement and members may ask the Leader questions on the content of both his/her introductory remarks and the written report. All questions will be answered immediately by the Leader or by the relevant Cabinet Member if the Leader refers any question to him or her, unless sufficient information to give an answer is not available. In these circumstances the member asking the question will receive a response in writing within five working days of the Council meeting at which the question was asked.*'

8.3 - *A total of 30 minutes will be allowed for questions and responses. There will be a limit of five minutes for each question to be asked and answered. The member asking the original question may put a supplementary question arising from the reply so long as the five minute limit is not exceeded.*

6. Public Participation

Council Procedure Rule 6 *Members of the public who live or work in the District are invited to put one question of not more than five minutes duration. A person who wishes to speak must register at least fifteen minutes before the time the meeting is scheduled to start.**

(Note: the maximum time to be set aside for this item is 30 minutes, but if all questions are dealt with sooner, or if there are no questions, the Council will proceed to the next business.

*Each person may ask **one** question only. A total of **five minutes will be allowed for the question to be put and answered.** One further question will be allowed arising directly from the reply **provided that the original time limit of five minutes is not exceeded.***

Written questions may be submitted by members of the public to the Service Manager (Legal and Democratic Services) **no later than 10.00am on Tuesday 28 June 2016.** The written notification should **detail the full question** to be asked at the meeting of the Council.*

**For further information, see the Public Information Sheet attached to this agenda.*

NB: FOLLOWING A SPECIFIC APPROACH MADE IN RESPECT OF AGENDA ITEM 7. (REFERRAL FROM CABINET – WEST SUFFOLK OPERATIONAL HUB) AND FOLLOWING CONSULTATION; THE CHAIRMAN HAS AGREED TO ALLOW A QUESTION TO BE PUT FROM A PERSON WHO WOULD NOT NORMALLY MEET THE CRITERIA FOR PUBLIC QUESTION TIME

7. Referrals Report of Recommendations from Cabinet

27 - 52

Report No: **COU/FH/16/011**

Referrals from Cabinet: 14 June 2016

1. West Suffolk Operational Hub
Cabinet Member: Councillor David Bowman

(For ease of reference, the covering report considered by Cabinet on 14 June 2016 is attached as Appendix 1 to Report No: COU/FH/16/011.)

8. Norfolk and Suffolk Devolution Agreement

53 - 166

Report No: **COU/FH/16/012**

- 9. Community Governance and Electoral Reviews** **167 - 170**
Report No: **COU/FH/16/013**
- 10. Review of Political Balance and Appointment to Politically Balanced Bodies** **171 - 180**
Report No: **COU/FH/16/014**
- 11. Review of the Constitution: Recommendations from the Joint Constitution Review Group** **181 - 224**
Report No: **COU/FH/16/015**
- 12. Annual Scrutiny Report: 2015/2016** **225 - 242**
Report No: **COU/FH/16/016**

Paragraph 7.5.1 of Article 7 of the Council's Constitution requires that 'The Overview and Scrutiny Committee and Performance and Audit Scrutiny Committee must report annually to the full Council on their workings and make recommendations for future work programmes and amended working methods if appropriate'.

13. Representation on Suffolk Health Scrutiny Committee

The Council is asked to nominate one Member and one substitute Member to serve on the County's Health Overview and Scrutiny Committee. These Members should ideally be from the District Council's Overview and Scrutiny Committee, although this is not essential as the necessary training will be given by the County Council.

The Committee on 9 June 2016 nominated Councillor Christine Mason as the full Member and Councillor John Bloodworth as the substitute Member for 2016-2017.

The Council is RECOMMENDED that Councillor Christine Mason be nominated as the District Council's representative and Councillor John Bloodworth as the nominated substitute Member on the Suffolk Health Overview and Scrutiny Committee for 2016-2017.

14. Questions to Chairmen of other Committees

Questions to Chairmen on the business transacted by their Committees since the last ordinary meeting of Council:

Development Control Committee	2 March 2016
	20 April 2016
	4 May 2016
	1 June 2016

(cont.)

Overview & Scrutiny Committee	10 March 2016
	21 April 2016
	9 June 2016
Licensing & Regulatory Committee	23 May 2016
Performance & Audit Scrutiny Committee	25 May 2016

15. Update from Members on Outside Organisations

The Chairman will invite those Members who represent the Council on external bodies to provide Council with a short verbal summary of the work they have undertaken in this capacity.

16. Urgent Questions on Notice

The Council will consider any urgent questions on notice that were notified to the Service Manager (Legal and Democratic Services) by 11am on the day of the meeting.

17. Exclusion of Press and Public

To consider whether the press and public should be excluded during the consideration of the following items because it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the public were present during the items, there would be disclosure to them of exempt categories of information as prescribed in Part 1 of Schedule 12A of the Local Government Act 1972, and indicated against each item and, in all circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

Part 2 - Exempt

18. Home of Horseracing Project (para 3)

243 - 246

Report No: **COU/FH/16/017**

(This item is to be considered under paragraph 3 of Schedule 12A of the Local Government Act 1972, as it contains information relating to the financial or business affairs of any particular person (including the authority holding that information))

19. Officer Delegation regarding upcoming Treasury Management Activities (para 3) (verbal)

(This item is to be considered under paragraph 3 of Schedule 12A of the Local Government Act 1972, as it contains information relating to the financial or business affairs of any particular person (including the authority holding that information))

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Council



Forest Heath
District Council

Minutes of a meeting of the **Council** held on
Wednesday 24 February 2016 at **6.00 pm** at the **Council Chamber,**
District Offices, College Heath Road, Mildenhall IP28 7EY

Present: **Councillors**

Chairman Carol Lynch

Ruth Allen	Brian Harvey
Michael Anderson	Louise Marston
Andrew Appleby	Robin Millar
Chris Barker	David Palmer
John Bloodworth	Peter Ridgwell
David Bowman	Nigel Roman
Ruth Bowman	Bill Sadler
Rona Burt	Reg Silvester
Louis Busuttil	Lance Stanbury
Simon Cole	James Waters
Stephen Edwards	

126. One Minute Silence

Prior to the commencement of the meeting, the Chairman asked all those present to observe a one minute silence in memory of former District Councillor David Bimson who had recently passed away after a short period of ill health.

On conclusion of the one minute silence Councillors Roman and Burt jointly advised all present of the funeral arrangements and encouraged all Members to attend in honour of their former colleague.

127. Minutes

The minutes of the meeting held on 9 December 2015 were accepted as an accurate record and signed by the Chairman.

The Chairman drew attention to Minute No 123 and thanked Councillor Rona Burt, in her capacity as Chairman of the Development Control Committee, for arranging the meeting held in January between the Committee and Suffolk County Council.

128. Chairman's Announcements (Report No COU/FH/16/001)

The report was noted.

The Chairman took this opportunity to congratulate Councillor Roman Millar on his recent election to Suffolk County Council following a by-election held on 18 February 2016.

129. Apologies for Absence

Apologies for absence were received from Councillors Andy Drummond, James Lay, Christine Mason and Colin Noble.

130. Declarations of Interest

None were declared.

131. The Leader's Report (Report No COU/FH/16/002)

The Leader presented his statement to the meeting, as set out in Report No COU/FH/16/002. He made specific reference to the ongoing discussions surrounding devolution and updated Members on developments since the agenda had been published.

The Chairman thanked the Leader for his ongoing work with regard to devolution.

132. Public Participation

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

133. Referrals Report of Recommendations from Cabinet (Report No COU/FH/16/003)

The Council considered the referrals report of recommendations from Cabinet as set out in Report No COU/FH/16/003:

1. Annual Treasury Management and Investment Strategy Statements 2016/2017 and Treasury Management Code of Practice
(Cabinet: 10 February 2016)

On the motion of Councillor Stephen Edwards, Cabinet Member for Resources and Performance, seconded by Councillor David Bowman and with the vote being unanimous, it was

RESOLVED:

That:-

1. The Annual Treasury Management and Investment Strategy Statements 2016/2017, as contained in Appendices 1 and 2 of Report No PAS/FH/16/007, be adopted; and
2. The Treasury Management Code of Practice 2016/2017, as contained in Appendices 3 and 4 of Report No PAS/FH/16/007, be approved.

2. Budget and Council Tax Setting: 2016/2017 and Medium Term Financial Strategy
(Cabinet: 10 February 2016)

The Service Manager (Legal) explained that this item would be considered under Report No COU/FH/16/004 at Agenda Item 8.

3. Mildenhall Hub Project – Update and Next Steps
(Cabinet: 10 February 2016)

The Director was pleased to present this item to Members and outlined the context of the report which had been attached in full for their reference.

He responded to questions, outlined the proposed timetable for the project and explained that further reports would be presented to Members at each phase.

Following which, on the motion of Councillor James Waters, Cabinet Member for Planning and Growth, seconded by Councillor David Bowman and with the vote being unanimous, it was

RESOLVED:

That:-

1. Progress on the Mildenhall Hub project and the next steps set out in Section 1.6 of Report No CAB/FH/16/007 be noted and approved; specifically that
2. The updated 2015 business case be approved for use in the design stage of the project, alongside any adopted Development Brief;
3. The Director, in consultation with the Leader, be authorised to negotiate, prepare and sign a partnership agreement for the project, provided it is consistent with the business case and the framework set out in the report;
4. A further budget for £100,000 be approved, funded from the Delivering Strategic Priorities and MTFS Reserve, to meet Forest Heath's share of project management and development costs, and;
5. The Director be authorised to approve spending from this budget in consultation with the Leader.

134. **Budget and Council Tax Setting: 2016/2017 and Medium Term Financial Strategy (Report No COU/FH/16/004)**

Councillor Stephen Edwards, Cabinet Member for Resources and Performance, presented this report which set out the Council's proposed revenue and

capital budget for 2016/2017 and sought approval to set the level of Council Tax required to fund the budget.

The Cabinet Member spoke on the successful way the Council was operating commercially and the excellent record the Authority had achieved in reducing costs whilst maintaining and in some areas improving key services, even in the face of financial pressures brought about by the reduction in Government funding; such as the Revenue Support Grant.

He praised Officers and Members for their efforts in the production of the budget report and thanked the Performance & Audit Scrutiny Committee for their valued input.

Councillor Edwards was pleased to report that Forest Heath had been able to freeze the Council Tax for the seventh year in a row, making it the lowest Council Tax in the whole of Suffolk and the only Local Authority within the County to have frozen it for 2016/2017.

The Deputy Leader and Councillor Lance Armstrong each also spoke on this item and echoed the praise for Officers in their management of the Council's budgets. Reference was also made to the clear political leadership of the Authority which had enabled it to deliver the Conservative's promise within their manifesto to freeze the Council Tax.

Following the motion of the Cabinet Member, as seconded by the Deputy Leader, the Service Manager (Legal) explained that a recorded vote was legally required for this item.

Upon being put to the vote Members voted as follows:

Name of Member	For	Against	Abstained
Ruth Allen	X		
Michael Anderson	X		
Andrew Appleby	X		
Chris Barker	X		
John Bloodworth	X		
David Bowman	X		
Ruth Bowman	X		
Rona Burt	X		
Louis Busuttil	X		
Simon Cole	X		
Stephen Edwards	X		
Brian Harvey	X		
Carol Lynch	X		
Robin Millar	X		
David Palmer	X		
Peter Ridgwell	X		
Nigel Roman	X		
Bill Sadler	X		
Reg Silvester	X		
Lance Stanbury	X		
James Waters	X		
TOTAL	21	0	0

With the vote being unanimous, it was

RESOLVED:

That:-

1. Having taken into account the information received by Cabinet on 10 February 2016 (Report No CAB/FH/16/005) including the Report by the Head of Resources and Performance (S151 Officer) set out in Attachment C, together with the up to date information and advice contained in this report, the level of Band D Council Tax for 2016/2017 be set at £137.43.
2. Subject to (1.) above, the following formal Council Tax resolution be adopted:-
 - i. The revenue and capital budget for 2016/2017 attached at Attachment A, and as detailed in Attachment D, Appendix 1-5 and Attachment E, be approved;
 - ii. The MTFS projected budget position for 2017/2018 to 2019/2020, as detailed in Attachment D Appendix 1, be noted;
 - iii. A general fund balance of £2 million be agreed to be maintained, as detailed in paragraph 1.9.2;
 - iv. The statutory calculations under Section 30 to 36 of the Local Government Finance Act 1992, attached as Attachment G, be noted;
 - v. The Suffolk County Council and Suffolk Police Authority precepts issued to Forest Heath District Council, in accordance with Section 40 of the Local Government Finance Act 1992 and outlined at paragraphs 2.5 and 2.6 below, be noted;
 - vi. In accordance with Section 30(2) of the Local Government Finance Act 1992, the amounts shown in Schedule D of Attachment F be agreed as the amount of Council Tax for the year 2016/17 for each of the categories of dwellings shown; and
 - vii. The Head of Resources and Performance be authorised to amend where necessary the amounts in Attachment F and G in accordance with any changes notified by Newmarket Town Council, to the provisional precept.
3. The Head of Resources and Performance, in consultation with the Portfolio Holder for Resources and Performance, be authorised to transfer any surplus on the 2015/2016 revenue budget to the Invest to Save Reserve as detailed in paragraph 1.9.4, and to vire funds between existing Earmarked Reserves (as set out at Attachment D, Appendix 3) as deemed appropriate throughout the year.
4. 100% disregard of War Pensions, War Widower's Pensions and Armed Forces Compensation Payments or any other successor

scheme, be approved in the calculation of Housing Benefit, as set out in paragraphs 1.4.3 to 1.4.5 below;

5. The revised Minimum Revenue Provision (MRP) policy, as set out in section 1.8 and Attachment D Appendix 4, is adopted; and
6. Where the Council has usable capital receipts that are not needed for other purposes, delegated authority be given for the Section 151 Officer to apply, where prudent to do so, some or all of it to meet capital expenditure incurred in the current year or previous years under paragraph 23 of the 2003 Regulations to reduce or eliminate any MRP that might need to be set aside. Subject to the year-end outturn, unallocated usable capital receipts are used to meet the full Capital Financing Requirement (CFR) value during 2015/2016, thus eliminating the need for an MRP charge in 2016/2017 and until such time that the CFR calculation requires one.

Councillor Louise Marston left the meeting at 6.33pm during the discussion of this item and prior to the voting thereon.

135. Right to Challenge Parking Policies (Report No COU/FH/16/005)

The Cabinet Member for Operations presented this report which set out changes to the Council's Petition Scheme to reflect a duty which gave local residents and businesses the right to challenge parking policies set out in Traffic Regulation Orders (TROs).

On the motion of the Cabinet Member, seconded by Councillor Stephen Edwards and with the vote being unanimous, it was

RESOLVED:

That the Petition Scheme for Forest Heath District Council, as set out in Appendix A of Report No COU/FH/16/005, be approved.

136. Newmarket Business Improvement District (BID) (Report No COU/FH/16/006)

Councillor James Waters, Cabinet Member for Planning and Growth, presented this item which advised the Council of the current status of the prospective Newmarket Business Improvement District (BID); the upcoming ballot that could see it come into effect and the implications that would have for the District Council.

The Cabinet Member explained that the intention was to develop both Brandon and Mildenhall as prospective BID areas in the future.

Members asked a number of questions with regard to this report and these were responded to by the Principal Growth Officer. The Officer explained that professional consultants had assisted with the development of the BID Business Plan and he would advise them of the comments made.

On the motion of the Cabinet Member, seconded by Councillor Robin Millar and with the vote being unanimous, it was

RESOLVED:

That:-

1. The campaign to establish the Newmarket Business Improvement District be supported;
2. Responsibility for exercising all of the Council's votes in the prospective BID Ballot be delegated to the Leader of the Council;
3. An annual budget for the Council's levy payment as defined in Paragraph 2.2 of Report No COU/FH/16/006 be allocated (subject to a successful ballot); and
4. Continued financial support during the establishment of the new BID Company be agreed in principle, repayable from the BID levy once collected (subject to a successful ballot).

137. Recommendations of the Joint Constitution Review Group (Report No COU/FH/16/007)

Councillor Stephen Edwards, Cabinet Member for Resources and Performance, presented this item which sought Member approval for amendments to the Forest Heath District Council constitution.

Members were advised that the amendments set out in Report No COU/FH/16/007 did not include fundamental changes and were rather housekeeping elements which sought to clarify particular matters.

On the motion of the Cabinet Member, seconded by Councillor Robin Millar and with the vote being unanimous, it was

RESOLVED:

That:-

1. Part 3 - Functions and Responsibilities; Section 2 – Responsibility for Council Functions; C. Other Committees; C.4 - West Suffolk Joint Emergency Planning Panel; C.6 - West Suffolk Joint Health and Safety Panel; C.7 - West Suffolk Joint Staff Consultative Panel
 - (a) Sections C.4, C.6 and C.7 be amended, for reasons of clarity, to reflect the position with regard to the public access to these meetings and that the following wording be incorporated within these Sections:
"These meetings are not governed by the normal Access to Information rules (The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012) in both Councils.

- (b) Additional wording be included on the agenda papers for these Panels to confirm that these meetings are not open to the public and that any recommendations which arise from these meetings will be reported onto Cabinet/Council, where required to do so.

2. Part 4 - Rules of Procedure – Council Procedure Rules; Section 6 – Public Question Time

An additional new paragraph 6.2 be added to Section 6 - Public Question Time as follows:

- 6.2 *A person who wishes to speak must register at least fifteen minutes before the time the meeting is scheduled to start. This can be done online by sending the request to democratic.services@westsuffolk.gov.uk or telephoning 01284 757120/01638 719363 or in person by telling the committee administrator present at the meeting.*

3. Part 4 - Rules of Procedure – Committee Procedure Rules; Section 11 – Public Speaking

Additional paragraphs 11.5 and 11.6 be added to Section 11 – Public Speaking, as follows:

- 11.5 *These public speaking rules do not apply to meetings of the Development Control Committee, as the Committee has its own authority to determine from time to time, its own arrangements for public speaking on applications, and which matters are to be included within those arrangements (see Part 3 – Functions and Responsibilities; Section 2 – Responsibility for Council functions; A - Development Control; paragraph 4.2 and as set out in the ['Guide to Having a Say on Planning Applications'](#))*

- 11.6 *These public speaking rules do not apply to meetings of the Licensing and Regulatory Committee, when the Committee sits as a hearing, in which case the Hearing Procedure Rules will apply (Part 3 – Functions and Responsibility; Section 2 – Responsibility for Council Functions; B-Licensing; paragraph 4.1 and Appendix A).*

138. **Calendar of Meetings 2016/2017 (Report No COU/FH/16/008)**

The Leader of the Council presented this report and moved that the Calendar of Meetings for 2016/2017 be approved. This was duly seconded by the Chairman and with the vote being unanimous, it was

RESOLVED:

That the Calendar of Meetings for 2016/2017, as set out in Appendix A of Report No COU/FH/16/008, be approved.

139. **Questions to Chairmen of other Committees**

There were no questions to Chairman of other Committees.

140. **Urgent Questions on Notice**

There were no urgent questions on notice.

The meeting concluded at 7.00 pm

Signed by:

Chairman

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Annual Council



Forest Heath
District Council

Minutes of a meeting of the **Annual Council** held on
Wednesday 11 May 2016 at 6.00 pm at the **Council Chamber, District**
Offices, College Heath Road, Mildenhall IP28 7EY

Present: **Councillors**

Ruth Allen	Brian Harvey
Michael Anderson	Victor Lukaniuk
Andrew Appleby	Carol Lynch
Chris Barker	Christine Mason
John Bloodworth	Colin Noble
David Bowman	David Palmer
Ruth Bowman	Peter Ridgwell
Rona Burt	Nigel Roman
Louis Busuttil	Bill Sadler
Simon Cole	Lance Stanbury
Roger Dicker	James Waters
Stephen Edwards	

141. Tribute to Council Chairman 2015/2016

Councillor Carol Lynch, as Vice Chairman of Council for 2015/2016, invited Adam and Mark Bimson to receive a plaque on behalf of their father, the late David Bimson, in recognition of his time as Chairman of Forest Heath District Council during 2015/2016.

Councillor Lynch also advised all present that the Chairman's unused allowance was donated to his chosen charities of Macmillan Cancer Support and Marie Curie, with them each having received £750 each.

142. Election of Chairman of the Council for 2016/2017

It was moved by Councillor Rona Burt and seconded by Councillor Nigel Roman that Councillor Carol Lynch be nominated as Chairman of the Council for 2016/2017.

With there being no other nominations and with 21 voting for the motion and with 1 abstention, it was

RESOLVED:

That Councillor Carol Lynch be elected as Chairman of the Council for 2016/2017.

Councillor Lynch, as outgoing Vice Chairman (in the absence of an outgoing Chairman), made a speech to the meeting outlining the work and achievements during 2015/2016. She also thanked the late David Bimson for appointing her as his Vice Chairman.

Councillor Lynch then accepted the Chain of Office and signed the Declaration of Acceptance of Office and took the Chair.

The Chairman then formally welcomed Councillors Roger Dicker and Victor Lukaniuk to the meeting, following their election to the District Council at the District By-Elections held on 5 May 2016.

Councillor Colin Noble joined the meeting at 6.05pm during the discussion of this item but following the voting above.

143. Election of Vice Chairman of the Council for 2016/2017

It was moved by Councillor Carol Lynch and seconded by Councillor Rona Burt that Councillor Michael Anderson be nominated as Vice Chairman of the Council for 2016/2017.

With there being no other nominations and with 22 voting for the motion and with 1 abstention, it was

RESOLVED:

That Councillor Michael Anderson be elected as Vice Chairman of the Council for 2016/2017.

Councillor Anderson then accepted the Chain of Office and signed the Declaration of Acceptance of Office.

144. Apologies for Absence

Apologies for absence were received from Councillors Andy Drummond, Louise Marston, Robin Millar and Reg Silvester.

145. Appointment of Cabinet Members

The Leader of the Council gave notification that the Cabinet Members for 2016/2017 would remain as appointed for 2015/2016 and with Councillor Robin Millar continuing as Deputy Leader.

However, he gave notice that he intended, in the near future, to add Councillor Lance Stanbury to the Cabinet in order to hand over the Leader's own current Portfolio of Planning and Growth to him.

146. Review of Political Balance and Appointment to Politically Balanced Bodies (Report No: AGM/FH/16/001)

The Chairman explained that an updated version of the report, taking into account the results of the District By-Elections on 5 May 2016, had been tabled to the meeting.

The Leader of the Council presented this item which sought agreement to establish the Council's Committees for the municipal year.

He clarified that Councillor Lance Stanbury would continue his appointment as a Member of both the Overview & Scrutiny Committee and Performance & Audit Scrutiny Committee until such time as he took up his position as a Cabinet Member.

It was proposed by the Leader, seconded by Councillor Rona Burt and with 22 voting for the motion and with 1 abstention, it was

RESOLVED:

That:-

1. The Committees and Joint Committees listed in paragraphs 1.2.1 to 1.2.4 of Report No: AGM/FH/16/001 (updated) continue to operate for 2016/2017 in accordance with their existing number of seats and terms of reference, as contained in Appendix 2;
2. The formula for the allocation of seats to the political groups on those Committees which are required by law to be politically balanced, of Report No: AGM/FH/16/001 (updated), be approved;
3. The allocation of seats on the Committees which are required by law to be politically balanced, as indicated in Appendix 1 and paragraph 1.2.7, of Report No: AGM/FH/16/001 (updated), be approved; and
4. The allocation of seats on the Overview and Scrutiny Committee, Performance and Audit Scrutiny Committee and the West Suffolk Joint Standards Committee, as indicated in paragraph 1.2.8 of Report No: AGM/FH/16/001 (updated), be approved. These Committees are not required to be politically balanced.

147. Appointment of Chairman and Vice Chairman of Committees

At the invitation of the Chairman, Councillor Rona Burt, as Secretary of the Forest Heath District Council Conservative Group, was invited to propose the Group's nominations for the chairmanships of the Council's Scrutiny Committees:

Overview and Scrutiny Committee

It was moved by Councillor Rona Burt and seconded by Councillor Nigel Roman.

With there being no other nominations with the vote being unanimous, it was

RESOLVED:

That:-

1. Councillor Simon Cole be appointed as Chairman of the Overview and Scrutiny Committee for 2016/2017.
2. Councillor Bill Sadler appointed as Vice Chairman of the Overview and Scrutiny Committee for 2016/2017.

Performance and Audit Scrutiny Committee

It was moved by Councillor Rona Burt and seconded by Councillor Nigel Roman.

With there being no other nominations with the vote being unanimous, it was

RESOLVED:

That:-

3. Councillor Louis Busuttil be appointed as Chairman of the Performance and Audit Scrutiny Committee for 2016/2017.
4. Councillor Colin Noble appointed as Vice Chairman of the Performance and Audit Committee for 2016/2017.

148. Appointment of a Joint West Suffolk Independent Remuneration Panel

Councillor Stephen Edwards, Cabinet Member for Resources and Performance, advised the meeting that the Council was required to appoint an Independent Remuneration Panel, which broadly had the function of providing the local authority with advice on its Members' Allowances Scheme.

The Cabinet Member reminded the meeting that on 15 July 2015 the Council resolved to appoint two Members, plus a substitute Member to the Joint West Suffolk Independent Remuneration Panel (Selection Panel). Accordingly, Councillors Chris Barker, Rona Burt and David Palmer (substitute) were appointed for Forest Heath District Council, to sit alongside the appointed Members from St Edmundsbury Borough Council.

The Joint Selection Panel met on 30 March 2016 and interviewed 8 candidates. Councillor Edwards moved that the Selection Panel's recommendation for appointment be approved, this was duly seconded by Councillor Rona Burt and with the vote being unanimous, it was

RESOLVED:

That Clive MacLeod, Dr John Watson, Karen Forster, Sandra Cox and Dave Ray be appointed as member of the Joint West Suffolk Independent Remuneration Panel, with a term of office for 4 years, commencing 1 June 2016 and expiring on 31 May 2020.

149. Review and Re-appointment of Representation on Outside Bodies (Report No: AGM/FH/16/002)

The Leader of the Council presented this report which sought approval to appoint, or arrange the delegation of, nominations of Councillors to serve on outside bodies.

During the discussion of this report the Chairman advised Members that she intended to include an item on the agenda for the next meeting of Council which would allow those Members appointed to outside bodies to provide a short, verbal summary of the work they undertook in that respect.

It was moved by the Leader, seconded by Councillor Rona Burt and with the vote being unanimous, it was

RESOLVED:

That:-

1. Where the Council may send observers to meetings of outside bodies these will be appointed by the Cabinet.
2. If deemed appropriate, the Council to explore the passing of nominations to other organisations.
3. Where the Council may make a nomination, but the nominee is not automatically appointed by the organisation, the nomination be made by the Cabinet.
4. The interim Service Manager (Legal and Democratic Services) be given delegated authority to:
 - (a) re-appoint the existing District Council's representatives on outside bodies not covered by the provisions made in Recommendations (1), (2) and (3) above for 2016/2017, as detailed in Appendix A to Report No: AGM/FH/16/002; and
 - (b) make new appointments to outside bodies, as applicable, in accordance with nominations put forward by the relevant Group Leaders or (if applicable) the nominating body or individual listed.
5. The Interim Service Manager (Legal and Democratic Services) be given delegated authority, in consultation with the Leader of the Council, to appoint one representative to attend the Barley Homes (Group) Ltd Annual General Meeting (AGM). (This representative to be drawn from the two Members who represent Forest Heath District Council on the Shareholder Advisory Group: Councillor Brian Harvey or Councillor Lance Stanbury).

The meeting concluded at 6.15pm

Signed by:

Chairman

Council



Title of Report:	Chairman's Announcements and Itinerary	
Report No:	COU/FH/16/009	
Report to and date:	Council	29 June 2016

Chairman of the Council's Itinerary for February 2016 (part) to June 2016 (part)

Tuesday	17 May	Haverhill Town AGM and Mayor Making Haverhill Arts Centre, Haverhill
Thursday	19 May	St Edmundsbury Mayor Making Ceremony The Apex, Bury St Edmunds
Thursday	19 May	Rural Coffee Caravan AGM Milden Hall, Lavenham
Thursday	19 May	St Edmundsbury Civic Dinner The Athenaeum, Bury St Edmunds
Thursday	26 May	HRH The Princess Royal visit to the Animal Health Trust Lanwades Hall, Kentford
Saturday	28 May	Judge Children's Competition at the Beer Festival Millennium Centre, Red Lodge
Thursday	2 June	Suffolk Show Trinity Park, Ipswich
Saturday	11 June	Party on the Green – Queen's 90 th Birthday Studlands Park, Newmarket
Saturday	11 June	Cathedral Service to celebrate the Queen's 90 th Birthday St Edmundsbury Cathedral, Bury St Edmunds
Saturday	11 June	Red Lodge Tea Party for The Queen's 90 th Birthday The Pavilion, Red Lodge

Sunday	12 June	Thetford Mayor's Civic Service St Cuthbert's Church, Thetford
Sunday	12 June	Herringswell Tea Party for The Queen's 90 th Birthday St Ethelbert's Parochial Church, Herringswell
Monday	13 June	Scouts AGM Red Lodge
Tuesday	21 June	NSPCC West Suffolk Branch AGM Nutting Grove, Newmarket
Saturday	25 June	Summer BBQ for new Mayor and Chairman Middleton Hall, RAF Mildenhall

Vice Chairman Itinerary for February 2016 (part) to June 2016 (part)

Friday	4 March	Newmarket Mayor's Civic Reception Memorial Hall, Newmarket
Friday	11 March	East Cambridgeshire Chairman's Reception The Maltings, Ely
Tuesday	15 March	Children's Colouring Competition Prize Giving Balmforth, Mildenhall
Sunday	20 March	Mayor's Charity Concert with the Voice Squad The Apex, Bury St Edmunds
Tuesday	22 March	Opening of Baselets new office Lakenheath
Wednesday	20 April	Official Opening of Refurbished Jubilee Centre Jubilee Centre, Mildenhall
Thursday	21 April	Inaugural meeting of Mesothelioma Patient Support Group Farmers Club, Bury St Edmunds
Saturday	23 April	Heritage Culture and Diversity Event IES Breckland, Brandon
Wednesday	27 April	Mayor's Service of Thanksgiving St Mary's Church, Haverhill
Wednesday	4 May	Suffolk County Council Chairman's Reception Haughley Park Barn, Ipswich
Friday	10 June	Thetford Civic Reception Charles Burrell Centre, Thetford

Leader of the Council's Itinerary for February 2016 (part) to June 2016 (part)

Monday	15 February	Leaders Devolution Meeting with Lord Heseltine Eastbrook House, Cambridge
Monday	22 February	East of England Parliamentary Reception House of Commons, London
Wednesday	24 February	Wider South East Steering Group Meeting St Johns Innovation Centre, Cambridge
Friday	26 February	Leaders Meeting with Lord O'Neill – Devolution HM Treasury, London
Tuesday	1 March	Local Enterprise Partnership Devolution Meeting Palace of Westminster, London
Tuesday	1 March	Norfolk and Suffolk Leaders Devolution Meeting LGA House, London
Thursday	3 March	Meeting with Chief Executive West Suffolk House, Bury St Edmunds
Tuesday	8 March	Leaders Meeting with Lord O'Neill – Devolution Eastbrook House, Cambridge
Wednesday	9 March	Meeting with Chief Executive & Economic Growth Officer A11 Study Forest Heath District Council, Mildenhall
Thursday	10 March	Norfolk and Suffolk Leaders Meeting – Devolution Mid Suffolk District Council offices, Needham Market
Friday	11 March	Suffolk Public Sector Leaders meeting IP City Centre, Ipswich
Wednesday	16 March	Opened Chamber of Commerce Two Counties Business Exhibition Rowley Mile Racecourse, Newmarket
Friday	18 March	Mildenhall, Alconbury & Molesworth Working Group West Suffolk House, Bury St Edmunds
Monday	21 March	A11 Study Stakeholder Meeting Rowley Mile Racecourse, Newmarket
Wednesday	23 March	Suffolk & Norfolk Leaders Meeting – Devolution Endeavour House, Ipswich
Wednesday	23 March	New Anglia LEP Board Kesgrave Hall, Ipswich

Thursday	31 March	Meeting with the Deputy Leader Forest Heath District Council offices, Mildenhall
Tuesday	12 April	Joint Cabinet Planning meeting West Suffolk House, Bury St Edmunds
Wednesday	13 April	East Anglian Devolution Leaders Meeting East Cambridgeshire District Council, Ely
Monday	19 April	Mildenhall Hub Project Board Mildenhall College Academy, Mildenhall
Monday	18 April	RAF Mildenhall Engagement Session Forest Heath District Council offices, Mildenhall
Thursday	21 April	Suffolk Public Sector Leaders meeting Elisabeth Room, Endeavour House
Friday	22 April	Meeting with President of Royal Town and Planning Institute Forest Heath District Council offices, Mildenhall
Friday	22 April	West Suffolk Property Board Forest Heath District Council offices, Mildenhall
Monday	25 April	Press Tour - Home of Horseracing Museum Newmarket
Tuesday	26 April	Greater Cambridgeshire Greater Peterborough LEP Board Meeting Alconbury Weald Enterprise Campus, Huntingdon
Wednesday	27 April	East Anglian Devolution Leaders Meeting East Cambridgeshire District Council offices, Ely
Thursday	28 April	Second Press Tour - Home of Horseracing Museum Newmarket
Thursday	28 April	Meeting with the Deputy Leader Newmarket
Wednesday	4 May	Greater Cambridgeshire Greater Peterborough LEP Board meeting Alconbury Weald Enterprise Campus, Huntingdon
Thursday	5 May	Mildenhall Hub Project Management Presentation Forest Heath District Council offices, Mildenhall
Monday	9 May	RAF Mildenhall Engagement Session Jubilee Centre, Mildenhall
Friday	13 May	Suffolk Public Sector Leaders Meeting Suffolk Coastal District Council offices, Woodbridge

Friday	13 May	RAF Mildenhall Engagement Session Community Centre, Beck Row
Monday	16 May	Local Plan Timetable briefing Forest Heath District Council offices, Mildenhall
Wednesday	18 May	Devolution Governance Meeting County Hall, Norwich
Wednesday	18 May	Devolution Infrastructure, New Homes & Sustainable Communities and Land & Property Workshop County Hall, Norwich
Thursday	19 May	Mildenhall Hub Project Board meeting Forest Heath District Council offices, Mildenhall
Wednesday	25 May	East Anglian Devolution Leaders Meeting Rowley Mile Racecourse, Newmarket
Wednesday	25 May	Meeting with Director Forest Heath District Council offices, Mildenhall
Tuesday	31 May	Suffolk Leaders Devolution Meeting Endeavour House, Ipswich
Tuesday	7 June	Greater Cambridgeshire Greater Peterborough LEP Board meeting Alconbury Weald Enterprise Campus, Alconbury
Tuesday	7 June	Devolution Workshop for FHDC Members Forest Heath District Council offices, Mildenhall
Wednesday	8 June	Meeting with the Deputy Leader Forest Heath District Council offices, Mildenhall
Wednesday	8 June	Devolution Governance Workstream County Hall, Norwich
Thursday	9 June	FHDC Overview & Scrutiny Committee – Leadership Portfolio Presentation and Draft Annual Report Forest Heath District Council offices, Mildenhall
Friday	10 June	Housing Business Ready Programme Briefing from Housing Finance Institute West Suffolk House, Bury St Edmunds
Tuesday	14 June	Joint Cabinet Planning West Suffolk House, Bury St Edmunds
Wednesday	15 June	East Anglian Devolution Leaders Meeting County Hall, Norwich

Wednesday	15 June	Quarterly Scrutiny Meeting Forest Heath District Council offices, Mildenhall
Friday	17 June	Mildenhall Hub Project Board Forest Heath District Council offices, Mildenhall
Friday	17 June	USAFE Impacts Study Presentation Forest Heath District Council offices, Mildenhall

Deputy Leader of the Council's Itinerary for February 2016 (part) to June 2016 (part)

Tuesday	23 February	Meeting with Director Newmarket
Thursday	25 February	Meetings with officers Forest Heath District Council offices, Mildenhall
Tuesday	1 March	Chaired Joint Cabinet Planning Forest Heath District Council offices, Mildenhall
Monday	14 March	Meeting with Director – Newmarket Vision Forest Heath District Council offices, Mildenhall
Thursday	31 March	Meeting with the Leader Forest Heath District Council offices, Mildenhall
Friday	1 April	Attended Newmarket BID Results Heath Court Hotel, Newmarket
Tuesday	5 April	Meeting with Leader and planning officers Forest Heath District Council offices, Mildenhall
Tuesday	12 April	Joint Cabinet Planning meeting West Suffolk House, Bury St Edmunds
Monday	18 April	RAF Mildenhall Engagement Session Forest Heath District Council offices, Mildenhall
Thursday	21 April	Newmarket Vision Workshop Memorial Hall, Newmarket
Tuesday	26 April	Chaired Cabinet Planning meeting Forest Heath District Council offices, Mildenhall
Tuesday	26 April	Meeting with the Chief Executive Forest Heath District Council offices, Mildenhall
Thursday	28 April	Press Tour - Home of Horseracing Museum Newmarket

Thursday	28 April	Meeting with the Leader Newmarket
Monday	9 May	Newmarket Vision Steering Group Newmarket Town Council, Newmarket
Friday	13 May	Reviewing Role of Elected Members Workshop West Suffolk House, Bury St Edmunds
Monday	16 May	Local Plan Timetable briefing Forest Heath District Council offices, Mildenhall
Tuesday	17 May	Local Government Association Challenge Workshop and Judging Forest Heath District Council offices, Mildenhall
Tuesday	7 June	Joint Cabinet Planning meeting Forest Heath District Council offices, Mildenhall
Tuesday	7 June	FHDC Councillor Devolution Workshop Forest Heath District Council offices, Mildenhall
Wednesday	8 June	Meeting with the Leader Forest Heath District Council offices, Mildenhall
Thursday	9 June	Overview & Scrutiny Committee – Newmarket Vision Update Forest Heath District Council offices, Mildenhall
Friday	10 June	Observed Housing Business Ready Programme briefing West Suffolk House, Bury St Edmunds
Tuesday	14 June	Joint Cabinet Planning West Suffolk House, Bury St Edmunds
Wednesday	15 June	Quarterly Scrutiny Meeting Forest Heath District Council offices, Mildenhall

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Council



Title of Report:	Leaders Statement	
Report No:	COU/FH/16/010	
Report to and date:	Council	29 June 2016

A council, put simply, is about the people it serves; how we create opportunities for new jobs, shape the place in which we live, and how we meet the challenge of finding innovative ways to provide quality public services on dwindling budgets.

Earlier in the year we invested up to £537,500 into the expansion of Omar Group's factory in Brandon. It is a deal that creates around 80 new jobs while the rent increase will help support the future funding of council services across Forest Heath. It is a great success story and I am pleased to report that the building is up, the doors are on and hopefully we will be celebrating the opening of the factory extension very soon.

Housing growth in the district is changing the shape of a number of wards that we represent and we need to make sure that people in every ward have a fair democratic say in the decisions we take. With this in mind we will be holding an electoral review before the next set of elections in 2019.

The local plan consultation finishes in July. We know that across West Suffolk, the number of homes is due to increase by around 20 per cent – and that presents its challenges not least when it comes to collecting and disposing of waste. What we have at the moment is bin lorries from Bury St Edmunds tipping at Red Lodge where the waste is then picked up by bigger lorries travelling back and forth from a site near Ipswich. We are working with St Edmundsbury and Suffolk County Council on the West Suffolk Operational Hub near Bury St Edmunds, which I believe will provide a better, more efficient solution for dealing with our residents' waste.

We continue to lead on our plans to revolutionise the way public services are delivered with the creation of the Mildenhall Hub. We know that we and our partners will need to spend big just to keep many of these old buildings open and that some just aren't up to modern day needs – so a shared hub just as close to the town centre makes sense. We know there will be traffic issues to address before this can go ahead but we can look forward to a costed scheme being presented to us in the Autumn while a planning application will be submitted early next year.

We are still chasing the Ministry of Defence for a decision with regard the future use of RAF Mildenhall. We held some very constructive engagement sessions with our communities and business leaders and were able to clear up some of the confusion and rumours that have filled the void the last few months. We are now building our business case, further investigating what can actually be achieved on the site and we will then present our evidence to the MoD.

RAF Lakenheath meanwhile will grow and will need significant investment, with approximately 25 projects being planned, valued between £100,000 and £25 million. We have been told that a building contractor will be appointed in 2019, which presents a £100 million opportunity for local companies.

Finally, devolution – more details and discussions are on tonight's agenda but we have been negotiating hard and believe we will secure a hugely significant devolution deal from the Government – and what's more this gets us to the table for bigger and greater things all of which will deliver real improvements to the areas and for the people that we represent.

Council



Forest Heath

District Council

Title of Report:	Referral of Recommendations from Cabinet: 14 June 2016 – West Suffolk Operational Hub	
Report No:	COU/FH/16/011	
Report to and date:	Council	29 June 2016
Documents attached:	Appendix 1: Cabinet Report No: CAB/FH/16/023 – 14 June 2016	

(A) Referral from Cabinet: 14 June 2016

1. West Suffolk Operational Hub

Portfolio Holder: Cllr Stephen Edwards

Report No:
[CAB/FH/16/023](#)

RECOMMENDED:

That:-

- (1) ***the content of Report No: CAB/FH/16/023 and its Appendices be noted;***
- (2) ***the progression of a project to deliver a West Suffolk Operational Hub (Option 4), be approved;***
- (3) ***the preparation and submission of a detailed planning application for a West Suffolk Operational Hub on land at Hollow Road Farm, be approved;***
- (4) ***approval be given for a gross capital budget of £12.7m (after the St Edmundsbury Borough Council contribution) to the Council's Capital Programme for 2016/17, funded in line with paragraphs 6.10 to 6.21 of Report No: CAB/FH/16/023; and***
- (5) ***the Council's Section 151 Officer to make the necessary changes to the Council's 2015/16 prudential indicators as a result of recommendation (4) above.***

- 1.1 On 14 June 2016, the Cabinet considered Report No: CAB/FH/16/023 during joint informal discussions with St Edmundsbury Borough Council's

Cabinet. **For ease of reference, this report is attached as Appendix 1 to this report;** however due to the number of pages contained in Appendices A, B and C to that report, these are not attached and are available to view online at the following links:

Appendix A: [Consultation Report](#)

Appendix B: *(due to the size of Appendix B – this document has been split into three parts)*

[Potential Options and Sites: Report and Appendices A, B and C only](#)

[Potential Options and Sites: Appendices D and E only](#)

[Potential Options and Sites: Appendices F, G, H and I only](#)

Appendix C: [Sustainability Assessment](#)

Hard copies of these Appendices are available upon request.

- 1.2 Upon consideration of the report and its recommendations, and given the significance and public interest in the item, the Cabinets agreed to waive their executive decision making powers and made all five recommendations contained in the report subject to full Council approval. This was formally resolved during each Cabinet's separate formal meetings which were convened immediately following the joint informal discussions.
- 1.3 Both St Edmundsbury Borough and Forest Heath District Councils' Cabinets unanimously agreed to support the recommendations contained in Cabinet Report No: CAB/FH/16/023 *(and for reference purposes those in St Edmundsbury Cabinet Report No: CAB/SE/16/024)*, and these are now recommended to both Councils for approval.

(Informal Joint) Cabinet



Forest Heath
District Council

Title of Report:	West Suffolk Operational Hub	
Report No:	CAB/FH/16/023	
Report to and dates:	Cabinet	14 June 2016
	Council	29 June 2016
Portfolio holder:	David Bowman Portfolio Holder for Operations Tel: 07711 593737 Email: david.bowman@forest-heath.gov.uk	
Lead officer:	Mark Walsh Head of Operations Tel: 01284 757300 Email: mark.walsh@westsuffolk.gov.uk	
Purpose of report:	<ul style="list-style-type: none"> • To review feedback from the second round of public consultation concerning the establishment of a West Suffolk Operational Hub (WSOH) close to Bury St Edmunds and set out the councils' response; • To seek approval for the development of a WSOH that co-locates the councils waste and street scene services infrastructure on a single site at Hollow Road Farm near Bury St Edmunds in a partnership between Forest Heath District Council, St Edmundsbury Borough Council and Suffolk County Council; • To seek approval for the preparation and submission of a detailed planning application for the site; • To seek approval for the allocation of capital funding for the project; and • To note the project risks and outline timing of the programme. 	
Recommendation:	It is <u>RECOMMENDED</u> that Members of Cabinet: <ol style="list-style-type: none"> 1. Note this report and its appendices; 2. Approve the progression of a project to deliver a West Suffolk Operational Hub (option 4); 3. Approve the preparation and submission of a detailed planning application for a West 	

	<p>Suffolk Operational Hub on land at Hollow Road Farm;</p> <p>4. Subject to the approval of Full Council, approve a gross capital budget of £3.5m (after the St Edmundsbury Borough Council contribution) to the Council's Capital Programme for 2016/17, funded in line with paragraphs 6.10 to 6.21 of this report; and</p> <p>5. Subject to the approval of Full Council, agree for the Council's Section 151 Officer to make the necessary changes to the council's 2015/16 prudential indicators as a result of recommendation (4).</p>
<p>Key Decision:</p> <p><i>(Check the appropriate box and delete all those that do not apply.)</i></p>	<p><i>Is this a Key Decision and, if so, under which definition?</i></p> <p>Yes, it is a Key Decision - <input type="checkbox"/></p> <p>No, it is not a Key Decision - <input checked="" type="checkbox"/></p>
<p>Consultation:</p>	<ul style="list-style-type: none"> Two public consultations have taken place relating to these proposals on 6 March 2015 to 20 April 2015 and 8 January 2016 to 19 February 2016.
<p>Alternative option(s):</p>	<ul style="list-style-type: none"> Detailed in IAPOS report in appendix B
<p>Implications:</p>	
<p>Are there any financial implications? If yes, please give details</p>	<p>Yes <input checked="" type="checkbox"/> No <input type="checkbox"/></p> <ul style="list-style-type: none"> See report section 6
<p>Are there any staffing implications? If yes, please give details</p>	<p>Yes <input checked="" type="checkbox"/> No <input type="checkbox"/></p> <ul style="list-style-type: none"> See report paragraph 5.13
<p>Are there any ICT implications? If yes, please give details</p>	<p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p>
<p>Are there any legal and/or policy implications? If yes, please give details</p>	<p>Yes <input checked="" type="checkbox"/> No <input type="checkbox"/></p> <ul style="list-style-type: none"> Legally the project must comply with planning law and guidelines (including Secretary of State approval) and procurement must comply with EU Procurement Directives. Policy factors are outlined from paragraph 2.9 of the report.
<p>Are there any equality implications? If yes, please give details</p>	<p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p>

Appendix 1 to Cabinet Referrals Report

Risk/opportunity assessment:		<i>(potential hazards or opportunities affecting corporate, service or project objectives)</i>	
Risk area	Inherent level of risk (before controls)	Controls	Residual risk (after controls)
Planning consent or environmental permitting for the chosen site is refused or leads to high mitigation costs and delay.	Medium	Develop a detailed planning strategy with supporting evidence. Engage early with stakeholders through consultations.	Medium
Archaeology, ground condition surveys and design development could result in increased costs and delay.	Medium	Undertake necessary surveys as early as possible. Engage with appropriate experts to manage risk.	Medium
Delay in project programme results in additional cost, for example, through tender inflation and longer engagement of project consultants.	Medium	Develop a detailed project programme and resource plan and manage throughout the project lifecycle	Medium
The current split of costs and benefits between the three partner councils is based upon the current site design. Development of the site design and assumptions may change the balance of these costs between the partners	Medium	The current split of costs is based upon sound assumptions and estimates provided by the project Quantity Surveyor. These will be tracked, monitored and reported as the project progresses	Medium
Savings and income targets may not be achieved.	Medium	Estimates based upon identified opportunities which have been valued realistically.	Low
Cost of borrowing may increase when borrowing is required.	Medium	Linked to PWLB rates. Monitor as part of treasury management activities.	Low
Lack of resources, skills and capacity to deliver project	Medium	External support engaged and further support will be called upon as required. Sharing officer resources with SCC.	Low
Ward(s) affected:		All Wards	
Background papers: <i>(all background papers are to be published on the website and a link included)</i>		St Edmundsbury Borough Council (report F51 dated 30 June 2014) St Edmundsbury Borough Council (Report CAB/SE/15/015 dated 10 February 2015) Forest Heath District Council (Report CAB/FH/015/001 dated 17 February 2015) Suffolk County Council (report to Cabinet dated 24 February 2015 agenda item 8)	

Appendix 1 to Cabinet Referrals Report

	<p>St Edmundsbury Borough Council (report CAB/SE/15/040 dated 23 June 2015) Forest Heath District Council (report CAB/FH/15/030 dated 14 July 2015) St Edmundsbury Borough Council (report CAB/SE/15/050 dated 8 September 2015) Forest Heath District Council (report CAB/FH/15/040 dated 15 September 2016)</p>
Documents attached:	<p><i>(Please list any appendices.)</i> Appendix A – Consultation Report Appendix B – Identification and Assessment of Potential Options and Sites (updated) Appendix C – Sustainability Appraisal (updated)</p>

Glossary of Abbreviations

EfW	Energy from Waste (facility at Great Blakenham, near Ipswich)
FHDC	Forest Heath District Council
GPU	Government Property Unit
HGV	Heavy Goods Vehicle
HWRC	Household Waste Recycling Centre
IAPOS	Identification and Assessment of Potential Options and Sites (report)
LGA	Local Government Association
MoT	Ministry of Transport (vehicle safety test)
NPPF	National Planning Policy Framework
OPE	One Public Estate
PSV	Public Service Village
QS	Quantity Surveyor
RCV	Refuse Collection Vehicle
RPI	Retail Prices Index
SA	Sustainability Appraisal
SCC	Suffolk County Council
SEBC	St Edmundsbury Borough Council
SWP	Suffolk Waste Partnership
TCA	Transformation Challenge Award
WCA	Waste Collection Authorities (FHDC / SEBC)
WDA	Waste Disposal Authority (SCC)
WSOH	West Suffolk Operational Hub
WTS	Waste Transfer Station

1. INTRODUCTION

Dealing with our waste

- 1.1 Waste in Suffolk is reused, recycled, composted or turned into energy. After taking into account the income received from these activities, it costs Suffolk's taxpayers around £35 million a year to collect and dispose of their waste. While we encourage people to reduce their waste, these costs will grow as the number of homes in Suffolk grows.
- 1.2 Waste is an issue which affects every household every week. Alongside looking after our streets, green and open spaces it is one of our most visible services. It also changes regularly – energy from waste has replaced landfill, the emphasis now is more on reduction than recycling and our composting contract is different, for example. More changes will come and this project aims to put us in the best place to future-proof our services so we continue to deliver the best value we can to our residents.
- 1.3 Residual (black bin) waste now goes to a new facility in Great Blakenham, near Ipswich, where it is burnt and turned into energy. This change requires a new network of strategically located waste transfer stations across Suffolk. These allow waste to be efficiently transferred from Refuse Collection Vehicles and bulked into fewer, larger trucks ('bulkiers') which then take it to Great Blakenham for processing. The current arrangement of transfer stations in West Suffolk is based on previous landfill requirements and so is inefficient and unsustainable. Much of our waste is taken to the western fringes of Suffolk for bulking only to be transported to the east of Suffolk which results in costly, inefficient and environmentally unwanted 'waste miles'.
- 1.4 Through its business case for the Energy from Waste facility, Suffolk County Council is reducing the cost to taxpayers of disposing of our waste by £8.5 million each year. Part of this saving will come from building a waste transfer station close to Bury St Edmunds which would create the greatest efficiency and reduction in waste miles on Suffolk's roads. It is also important that the waste transfer station is near the strategic lorry network to avoid unnecessary lorry movements on Suffolk's rural roads.
- 1.5 Our depots deliver a wide range of frontline services to residents and businesses in West Suffolk. Many of these services, such as waste collection and street cleansing, are statutory (we have to provide them). These are supported and augmented by other depot-based services such as grounds maintenance, tree maintenance, fleet, commercial services (like trade waste) along with technical and administrative support. These services are delivered on our streets and in our communities and therefore require a large and complex fleet of vehicles, staff, support equipment and consumables all of which need a place to operate from, be maintained and safely and securely stored. This therefore requires a significant and growing need for space.
- 1.6 Being in a strong position to deal with certain growth, certain change and uncertain costs are the main reasons behind the West Suffolk Operational Hub project. If we were to locate the WSOH facilities away from Bury, future growth in the area would continually drive up the service cost to the taxpayer.

2. BACKGROUND

What is the West Suffolk Operational Hub project?

- 2.1 The West Suffolk Operational Hub is a partnership project that proposes combining the facilities needed for waste and street services on a single site near to Bury St Edmunds. The partner councils are those involved in collecting waste, Forest Heath District Council and St Edmundsbury Borough Council, and disposing of it, Suffolk County Council. The proposal is that FHDC and SEBC vacate their depots at Holborn Avenue in Mildenhall and Olding Road in Bury St Edmunds and relocate to a single site shared with a new SCC waste transfer station and a relocated Household Waste Recycling Centre which is currently at Rougham Hill, on the edge of Bury St Edmunds. The project does not include the closure or relocation of the existing SEBC depot in Haverhill nor the closure / relocation of any other HWRCs.
- 2.2 Further information on the development of this project can be found in the 'background papers' section above.

Why is a West Suffolk Operational Hub needed?

- 2.3 There will be significant housing growth in West Suffolk over the next 20 years or so with an estimated increase of more than 22% (from around 75,000 to 92,000 households) which will place increased demand on waste and street services. The current infrastructure that we use to deliver these services in West Suffolk will not be fit for purpose given this changing demand. We must ensure that we have the facilities needed to deliver these services as cost-effectively and efficiently as possible.
- 2.4 There is currently no space to expand to cope with this growth at the depot in Olding Road, Bury St Edmunds. The revised Western Way Masterplan (approved by St Edmundsbury Borough Council on 19 April 2016) recognises this and includes the current depot as a future potential development site. This recently revised masterplan builds on the original 2006 masterplan for the site which also proposed the relocation of the depot.
- 2.5 The ageing SEBC depot and associated buildings at Olding Road would require significant investment, estimated at around £2.25 million, over the next five years if it continues to be used, although pressure on space would lead to eventual relocation despite the investment.
- 2.6 Since 2012 FHDC and SEBC have been working under a formal shared services arrangement with a single staffing structure serving the two councils. While this has delivered considerable savings, further reductions in property and staff costs would be achieved through location to a single depot. Increased efficiency would also be gained through sharing facilities with SCC's waste transfer station. Including the HWRC, which also has a waste transfer element, on the same site would further increase opportunities for savings and efficiencies.
- 2.7 With a WSOH in an optimal location close to Bury St Edmunds further savings would come from reducing waste miles, more efficient collection rounds, fewer staff and vehicles (or increased capacity needed for future growth). Parking and

maintaining the bin collection vehicles next to the place where they tip their waste for onward transfer would also significantly reduce waste miles. Allowing for changes to collection rounds which would be needed when a new waste transfer station is built, we calculate a reduction of around 45,000 HGV miles or 832 fewer HGV trips on Suffolk's roads each year just for the domestic waste collection compared to our current operations.

- 2.8 As the financial support received from Government to councils is cut, the West Suffolk councils are increasing income through working more commercially to bridge the gap in funding. This income includes collecting commercial trade waste, mechanical sweeping and gulley emptying as well as grounds and tree maintenance. Income also comes from providing vehicle servicing, inspections and MoTs at our fleet workshops. Better facilities, and the flexibility to reconfigure them to deal with future demand, would bring significant opportunities to increase that commercial income to the benefit of taxpayers.

Political and policy factors

- 2.9 The project is part of phase 2 of the Government's One Public Estate (OPE) programme. This is an initiative supported by the Cabinet Office Government Property Unit (GPU) and the Local Government Association (LGA). In effect, OPE is about reducing the amount of public sector-owned land or buildings and bringing organisations together. It has four stated aims:

- create economic growth – enabling land and property to be released to stimulate economic growth, regeneration, housing and jobs;
- deliver more integrated, customer-focused services – encouraging public funded services to co-locate, to demonstrate service efficiencies and work towards more customer-focused delivery;
- create capital receipts – through the release of land and property; and
- reduce running costs – of central and local government assets.

The proposed WSOH project supports each of the OPE's aims and has supported a robust analysis of all the options. However, our involvement in it did not determine the outcome and the proposed solution in this report is as a result of local evidence and public consultation with West Suffolk's communities.

- 2.10 The project supports both national and local waste policy. The Waste Management Plan for England (December 2013) talks of managing waste as a resource further up the waste hierarchy and the need for tiers of local government to work more effectively together to achieve this. The waste hierarchy is shown in the figure below.



Figure 1. Waste Hierarchy

- 2.11 The National Planning Policy for Waste (October 2014) outlines the need for effective waste planning as part of local development and opportunities for co-location (sharing facilities).
- 2.12 A research study looking into 'Planning for Waste Management Facilities' (August 2004) talks about the importance of decisions on waste collection and transport systems all the way to the final disposal point. It also says that there is a growing trend for integrated waste facilities which combine a number of processes on one site – particularly with regard to transport and proximity.
- 2.13 Our local Suffolk Waste Partnership Joint Municipal Waste Management Strategy for Suffolk 2013 – 2020 (addendum 2013) outlines a number of policies for the management of waste in Suffolk. The proposals for a WSOH fully match these, including:
- | | |
|-----------|--|
| Policy 1 | Enhancing joint working between authorities; |
| Policy 8 | Providing a network of HWRCs to maximise recycling and reuse; |
| Policy 9 | Energy recovery from residual waste (which requires a network of transfer stations); |
| Policy 11 | Best value through binding together waste collection and disposal; and |
| Policy 14 | Maximising the recycling of municipal trade waste. |
- 2.14 Suffolk County Council and the West Suffolk councils (and others) were successful in securing Transformation Challenge Award funding from central government to promote closer working, usually by breaking down organisational barriers and joining up systems. Objectives include agile (flexible) working, co-location of service providers and maximising local assets by having staff working across the public sector more effectively. The proposed WSOH project fully supports these objectives through co-locating different operations which also provides greater potential for our staff to work more effectively. The TCA funding has been helpful but it has not influenced the conclusions we have come to in Suffolk. The conclusions in this report are a result of the evidence we have gathered.
- 2.15 More detail outlining the political and policy factors that underpin this proposed project can be found in the Identification and Assessment of Potential Options and Sites (Amended May 2016) document attached at appendix B (page 20)

Chronology of events to date

- 2.16 In spring 2010 the Suffolk Waste Partnership were discussing the need for a network of transfer stations across Suffolk to support the new EfW facility being planned for a site at Great Blakenham. Part of the discussion included whether there was an opportunity to co-locate transfer station and depot facilities in West Suffolk. This was before FHDC and SEBC had entered into a formal shared service arrangement and a combined depot for both councils at this juncture would not have been deliverable. There was no imminent pressure at that time to move the depot as there were no further development plans for the site at that stage (the Public Sector Village Masterplan having been adopted in 2006 and stage 1 of that plan having been completed in 2010).
- 2.17 Between 2011 and 2013, following a period of research, officers advised that a waste transfer station needed to be located in or close to Bury St Edmunds. A thorough search of sites in the Bury area was then undertaken by SCC in 2012 which concluded that the only suitable location for their needs was the existing HWRC site at Rougham Hill (including some adjoining land owned by SEBC). A planning application for the redevelopment of the site to include a waste transfer station and repositioned HWRC was submitted and gained approval in October 2013.
- 2.18 In late 2011, FHDC and SEBC decided to adopt a shared services structure whereby a combined team of officers would deliver services on behalf of both councils. A joint chief executive was appointed in April 2012 and a joint senior management team was in place by November 2012. This significant change streamlined decision-making between the two councils and allowed options for further integrated working to be considered.
- 2.19 In July 2014 council members at FHDC and SEBC proposed that co-locating facilities on an alternative site might be a better solution. The West Suffolk councils were working more collaboratively, the OPE and TCA initiatives had been launched and the sale of the DHL / NHS logistics facility adjacent to West Suffolk House was ushering forward the next phase of development at Western Way.
- 2.20 The West Suffolk councils therefore began to look at relocating together their Holborn Avenue and Olding Road depot facilities along with the potential to co-locate with other public sector partners including the SCC waste facilities. Building on the site selection work undertaken by SCC for their transfer station, the West Suffolk councils investigated further options for a larger combined facility. Following conclusion of the Rougham Hill planning permission challenge, SCC joined with this work to investigate and evaluate other potential options with the West Suffolk council team.
- 2.21 In the autumn of 2014 West Suffolk and SCC officers commenced work on the assessment of options which by February 2015 had arrived at a proposal for councillors to consider. The outcome of the work was a proposal that a WSOH was the optimal solution and that there were no suitable or available allocated (through the local plan) or previously developed (brownfield) sites in the search area of sufficient size on which to locate it. Following sequential planning policy requirements the councils had to consider greenfield sites with three possible options being identified. Land at Hollow Road Farm emerged as the site the

councils considered to be the most suitable, available and deliverable for the facilities required.

- 2.22 The National Planning Policy Framework places particular emphasis on developers and prospective applicants engaging with the communities who lie close to or may be affected by their development proposals. Used in this way community engagement usually takes place at some point prior to the submission of a planning application. Once work on a planning process started, a pre-application public consultation was organised to help develop it through further engagement with those living nearest to the site. It took place from 6 March 2015 to 20 April 2015.
- 2.23 Whilst not a statutory requirement, there were good reasons for undertaking that pre-application public consultation, including to:
- inform people about a proposed development prior to a planning application being submitted;
 - engage communities and stakeholders in the planning process;
 - give interested parties the chance to express their views on the proposed development;
 - gain particular insight or detailed information which is relevant to the scheme;
 - gauge local opinion; and
 - identify ways in which a proposed development could be improved.
- 2.24 This phase of pre-application public consultation generated a significant number of concerns and objections. Key concerns and options expressed included:
- Hollow Road Farm was the wrong location;
 - loss of agricultural land;
 - highways and traffic impact;
 - noise, odour, landscape and visual impact;
 - planning policy;
 - justification for a single site option;
 - site selection criteria; and
 - process of site selection.
- 2.25 In response to this feedback the councils agreed to put the planning application for Hollow Road Farm on hold, discontinue considering it as their 'preferred site' and undertake a second phase of public consultation.
- 2.26 This second round of consultation is not usually required prior to a proposal of this type. However, the councils wanted to ensure everyone with an interest in the project across West Suffolk had the opportunity to scrutinise the process that the councils had gone through so far, and the research they had carried out, so that the most suitable site for a WSOH could be identified. In effect the councils were asking people whether their research could have led to a different conclusion and, in addition, wanted to offer everyone an opportunity to suggest alternative sites for consideration.

3. Second public consultation

- 3.1 The full Consultation Report can be found at appendix A.
- 3.2 A second six-week public consultation took place between 8 January 2016 and 19 February 2016. The main elements of the consultation that the public were asked to consider were:
- a. **The need for a single site** (a WSOH) including the process used to establish the need for a joint operational facility including a depot, waste transfer station and a HWRC on a single site;
 - b. **The site selection criteria** and the way in which they were applied, including details about the 19 identified sites and the criteria used to evaluate them. Also, an opportunity for members of the public to suggest alternative sites or to give reasons why one of the rejected sites should be reconsidered; and
 - c. **A Sustainability Appraisal** undertaken to test if a single site approach is the most suitable and the sustainability of the most suitable site identified previously (Hollow Road Farm).
- 3.3 A web page for the project had been established for the first consultation and this was continually updated with information before, during and after the second period of consultation. The website can be found at the following link – www.westsuffolk.gov.uk/wsoh.
- 3.4 Consultation information included the following:
- a. **Consultation summary booklet** which provided a summary of the WSOH project and the two technical documents referred to below. Designed to be a non-technical overview of the information as well as directing people to where they could find more specific information.
 - b. **Identification and Assessment of Potential Options and Sites (IAPOS)** report which included the background to the project, a chronology of events to date, the criteria and assessments used to determine whether co-locating services to a single site was the optimal course to take and the most suitable site for that co-location.
 - c. **Sustainability Appraisal (SA)** undertaken to test if a single site approach was the most suitable and the sustainability of the most suitable site identified previously (Hollow Road Farm).
 - d. **An invitation to scrutinise the documents** published, make comments and suggest any alternative sites for consideration.
- 3.5 The consultation covered the whole of the West Suffolk area (75,000 households) and was promoted through flyers delivered by bin crews over a two-week period from 4 to 15 January 2016, local newspaper advertising, press releases, social media (Facebook and Twitter) and through elected representatives at parish, town, borough, district and county level.

- 3.6 Three separate drop-in events took place at different locations in Bury St Edmunds on 15, 16 and 19 January 2016 and were attended by 220 people.
- 3.7 A public meeting, with an independent chair, took place in Bury St Edmunds on 29 January 2016. This event was attended by over 200 members of the public and involved a presentation on the project with the opportunity to ask questions afterwards. Minutes of the meeting were made public on www.westsuffolk.gov.uk/wsoh.
- 3.8 The information outlined in 3.3 above was made available online at the WSOH web page, hard copies and CD ROMs were deposited at information points across West Suffolk (council offices, libraries, public buildings) and were also made available at the drop-in sessions and the public meeting. Information was also issued on request via a CD ROM or in hard copy for a modest charge to cover printing costs. Copies of consultation materials were offered in alternative formats on request.
- 3.9 Separate consultation was undertaken with 12 statutory organisations in order to get their opinion on the options and sites assessment process. Two responses were received and details of these, along with the organisations contacted, can be found from page 154 of the Consultation Report (appendix A).

4. CONSULTATION FEEDBACK

- 4.1 Full details of the public feedback can be found in section 5 from page 12 of the Consultation Report at appendix A. The councils also hold files containing redacted copies (removing personal details) of each of the individual items of feedback we have received which can be made available for inspection.

How did people feedback comments and how many?

- 4.2 Feedback was collected through a number of different channels including an online feedback form, dedicated email address, paper feedback forms and letters. Based upon the number of responses, number of attendees at the events, the amount of time spent completing the feedback form and the number of issues raised – there was a good level of response to the consultation, outlined in figure 2 below.

Format	Number	Percent
Online – PC / Laptop	243	44%
Online – Tablet	61	11%
Online - Smartphone	15	3%
Paper feedback forms	117	21%
Paper letters	56	10%
Emails	65	12%
	557	(Figures rounded)

Figure 2 – Feedback method

- 4.3 The level of information and detail in the feedback received clearly demonstrates that the majority of those who chose to engage with the

consultation spent considerable time and effort in scrutinising the material available and in developing their responses.

- 4.4 Of the 557 responses, four were duplicates and two were blank leaving a total of 551 unique responses (this represents just under a third of one percent of West Suffolk's total population). Further analysis revealed that there were 382 individual issues raised and these are referenced in the appendices of the Consultation Report (appendix A).

Where did the feedback come from?

- 4.5 The map on page 14 of the Consultation Report (appendix A) shows the approximate geographical distribution of responses. A large number of responses came from the Great Barton and Fornham areas (113 and 97 respectively) which are closest to the Hollow Road Farm site. Responses from the central, western and Moreton Hall areas of Bury St Edmunds were the next highest at 71, 62 and 23 respectively.

Options assessment

- 4.6 Question 1 of the consultation asked whether the respondent agreed or disagreed with the proposal to co-locate all waste facilities on a single site (option 4). For reference the five options being considered by the partner councils are:

Option 1 – do nothing (status quo)

Option 2 – implement Rougham Hill (SCC WTS and HWRC), otherwise do nothing

Option 3 – implement Rougham Hill and merge Bury and Mildenhall depots

Option 4 – co-locate all facilities

Option 5 – co-locate a WTS and depots (leave HWRC at Rougham Hill)

In terms of option 4 (a West Suffolk Operational Hub), 194 (35%) agreed, 266 (48%) disagreed, with 91 (17%) either not knowing or not answering.

- 4.7 The map on page 15 of the Consultation Report (appendix A) shows the geographical distribution for those that agreed and disagreed with question 1. This indicates an inclination for disagreement from the Great Barton and Fornham areas and an inclination for agreement from the central and western areas of Bury St Edmunds and other parts of West Suffolk.
- 4.8 Comments and issues raised in response to the options assessment indicated support for Rougham Hill (either for an expanded HWRC or WSOH) and for retaining the HWRC at the location. There was opposition for a WSOH but also support for the proposal too. There were a number of specific comments relating to the criteria and their assessment. Feedback tables with detailed responses to the assessment of options (section one) can be found from page 18 of the Consultation Report (appendix A).

Sites assessment

- 4.9 The assessment of sites section of the consultation asked about the criteria and assessments of potential sites based upon a fully co-located WSOH (option 4). The issues, criteria and assessments used in the assessment of sites were set out in the IAPOS Report. A dedicated page was also provided within the feedback form for people to suggest potential alternative sites, which could be investigated further by the partner councils. Feedback tables with detailed responses to the assessment of sites (section two) can be found from page 40 of the Consultation Report (appendix A).
- 4.10 Although this public consultation was not specific to a single site, there were a large number of responses relating to Hollow Road Farm alone. This is understandable given the previous pre-application consultation on that specific site and that the consultation documentation set out the reasons why the council had considered that site to be the most suitable. Comments included concerns regarding the capacity of transport infrastructure near the site and its impact on local communities, general opposition to the loss of greenfield / agricultural land and contravention of various council policies. There were also a number of non-site specific concerns regarding transport impacts.

Site suggestions

- 4.11 There were 20 alternative sites suggested in response to the consultation that were eligible for assessment and these can be found in the feedback tables with details of the suggested sites (section three) from page 109 of the Consultation Report (appendix A) and in paragraph 5.4 below.

Sustainability Appraisal (SA)

- 4.12 The consultation asked for comments on the Sustainability Appraisal that was carried out on both the assessment of the five options and the sites for delivering a fully co-located WSOH (option 4). The most frequent responses included criticism of the appraisal including its criteria and application, querying the difference in various environmental criteria scores for Tut Hill and Hollow Road Farm, support for the appraisal, requests that future proofing is considered and querying what environmental benefits Hollow Road Farm provides over Rougham Hill. Feedback tables with detailed responses to the sustainability assessment (section four) can be found from page 131 of the Consultation Report (appendix A).

Comments regarding the consultation and other general comments

- 4.13 There were a number of comments about the consultation process and some other general comments as well. Feedback tables with these comments can be found from page 140 of the Consultation Report (appendix A).

5. REVIEW AND RESPONSE TO CONSULTATION FEEDBACK

- 5.1 Since the consultation closed in February 2016, considerable time has been taken to collate and review the comments made in the responses provided. This has been documented in the Consultation Report (appendix A) and in revisions to the IAPOS (appendix B) and SA (appendix C) documents. New sites that have been suggested have also been assessed and for a number of sites that

met the exclusionary criteria (for example, whether they are large enough), work was undertaken to assess and score them against the qualitative criteria (for example, how close they were to houses).

Identification and Assessment of Potential Options and Sites (IAPOS)

5.2 As a result of the consultation with various stakeholders a number of changes have been made to the IAPOS and further actions taken:

- one new options assessment criterion has been added (traffic);
- all financial related criteria and commercial opportunities / income generation criteria have been rechecked in view of comments received; and
- no new site assessment criteria (exclusionary or qualitative) have been added.

Options assessment

5.3 As stated in paragraphs 4.6 to 4.8 above, a range of comments were made concerning the co-location of all facilities to a single site (option 4). The financial summary that compares options 4 and 5 is set out in figure 4 in section 6 below and this demonstrates that over the medium to long term, there is a financial advantage in co-locating facilities based upon savings to the annual revenue costs. We believe there are also a number of other advantages through combining these facilities:

- given future uncertainties, greater potential to meet changing demand through combining resources;
- more efficient use of land with the flexibility for future expansion within the site if required;
- more opportunities in the future for joint operations and management;
- for the Bury St Edmunds area to have a new HWRC with better public facilities (level access and with a reuse shop);
- the potential for co-located operations to work more effectively and efficiently out of usual working hours (for example, double shift, weekends) through the site being open longer to service the HWRC;
- access to a weighbridge on site; and
- improved administrative and operational support to the HWRC on site.

Review of suggested sites

5.4 Of the sites suggested there were 20 new sites eligible for consideration. These are listed in section 6.17a on page 64 of the IAPOS (amended May 2016) report (appendix B).

5.5 Six other suggested sites were discarded on the basis that they were duplicates of other suggestions, were immediately identified as unsuitable (such as the Abbey Gardens and Charter Square) or were too imprecise to enable assessment. Seven sites that we had already assessed were also suggested and these have been re-checked against the site selection criteria.

- 5.6 Details of the exclusionary criteria against which all sites were assessed can be found in section 6.28 from page 68 of the IAPOS (amended May 2016) report (appendix B). Briefly, the criteria are as follows:
- physical (site size and shape, flood risk);
 - access (access to and from the primary highway network); and
 - location (proximity and relationship to Bury St Edmunds; relationship to the Suffolk Lorry Route Network and impact on sites of international or national landscape, biodiversity or heritage importance).
- 5.7 The physical and access characteristics of most of the suggested sites did not meet the exclusionary criteria. Of the 20 sites, three passed the exclusionary criteria and have been assessed against qualitative criteria, these sites being:
- McRae Estates land between River Lark and A14 (opposite side of A134 to existing HWRC);
 - land between Rougham Hill, A14 and Rushbrooke Lane, BSE (including formerly proposed BSE Hockey Club site); and
 - land south of West Suffolk Crematorium, near Risby.
- 5.8 Details of the qualitative criteria against which the three sites that passed the exclusionary criteria were assessed can be found in section 6.29 from page 71 of the IAPOS (amended May 2016) report (appendix B).
- 5.9 Details and scores for the three new sites assessed against the qualitative criteria can be found at the table in figure 7 on page 83/84 of the IAPOS (amended May 2016) report (appendix B). Assessment against the qualitative criteria indicates that Hollow Road Farm is still the most suitable and deliverable site. The closest potential alternative is now the field south of Risby Crematorium (previously it was Tut Hill).
- 5.10 The difference between Hollow Road Farm and the closest two competitors is considered significant and is sufficient to form robust conclusions about the most suitable and deliverable site. The scores are:

Hollow Road Farm	+7
Tut Hill	-7
McRae Estates land	-14
Land at Rougham Hill	-10
Land south of West Suffolk Crematorium	+1

Traffic and transport

- 5.11 Concerns have been raised about the local impact from traffic that would come from a WSOH. In response to this 'traffic' has been added as a criterion to the options assessment at appendix A of the IAPOS (amended May 2016) report (appendix B). A chosen site would be subject to more detailed design and a comprehensive Transport Assessment as part of any planning application. Additional sites suggested through the consultation have also been subject to review and comment from our technical advisors on highways as well as the Local Highway Authority.

- 5.12 Concerns regarding the access and egress to the chosen site, including traffic safety, would be addressed as part of more detailed design and any planning application through the comprehensive Transport Assessment.

Impact on our staff

- 5.13 Under the proposals our operational staff based at the current Bury and Mildenhall depots would relocate to the new WSOH in Bury St Edmunds. Contractor staff working at the current HWRC facility at Rougham Hill would also relocate to the new facility. The greatest potential impact is likely to be on those staff that are currently based in Mildenhall for whom appropriate arrangements would be made in line with their contracts of employment. There may be some slight reduction in staff numbers but given the notice and time durations involved, it is anticipated that there is an excellent chance that these can be managed through staff turnover. Staff have been fully briefed throughout the course of the project to date and this would continue if it progresses.

Sustainability Appraisal (SA)

- 5.14 As a result of the consultation with various stakeholders changes have been made to the original SA report – now titled the Final Sustainability Appraisal (amended May 2016) to reflect the consultation responses. The new sites identified during the consultation have been added into the report. A number of comments were received regarding the SA process and the SA report. The main concerns were associated with finding the right balance between environmental and economic considerations of the proposed WSOH; noise impacts during the 12 months construction phase of the project; impact on air quality and odour; and potential impacts as a result of the increase in traffic movements.
- 5.15 Following the consultation exercise, minor amendments have been carried out throughout the Final SA (amended May 2016) document for further clarification and to reflect consultation feedback. The consultation responses prompted the need to revisit some scores given during the initial SA assessment. However, this did not lead to any changes to scores and conclusions in the Final SA (amended May 2016) document.

6. FINANCIAL SUMMARY

- 6.1 This section of the report sets out the finances for the project in terms of its anticipated capital cost, the project financing and the impact on annual revenue budgets for the public purse as a whole and specifically for FHDC. In considering the financial implications of the project it is important to contextualise the position. Many of the services provided from the proposed WSOH are statutory, in other words we have a legal obligation to provide them and therefore must invest in the appropriate plant, equipment and facilities to support their delivery. We also know the cost of that statutory obligation is going to increase significantly due to the growth of housing (and with it bins to empty, streets to clean and grass to cut) of more than 20%.

- 6.2 Normal return on investment thinking is therefore not appropriate in this case. Our facilities need modernisation at considerable cost in the short term and faced with inevitable growth and increased demand for our services these facilities will not provide the required capacity we need for the medium to long term. The council therefore has to invest now to meet these future challenges and to avoid unnecessary costs.
- 6.3 Projected savings and income from operating at a combined WSOH amount to £243,100 each year for FHDC. Even if it had to borrow capital to build its share of the WSOH (which would be unlikely in the short term for this project), the council would still be better off by £45,000 each year compared to now as well as having the modern facilities it would need to secure the future. The alternative risks losing the support of partners and their funding and having to spend considerable sums maintaining a depot that we would have to vacate at some point in any event. The opportunity to develop SEBC-owned land at Rougham Hill and Western Way would also be put at risk.
- 6.4 The project has long term implications for the collection and disposal of waste, the delivery of other street and grounds services and fleet management in West Suffolk and beyond. The financial case therefore needs to be considered alongside other factors and drivers for the project, which include:
- our statutory obligations in terms of the services we have to deliver;
 - future housing, population and business growth in the area and the pressure this will place on the existing Bury depot (which provides services such as fleet maintenance for all of West Suffolk);
 - the development opportunity on the Bury depot site following its relocation;
 - the release of the depot site, Holborn Avenue, Mildenhall for a commercial letting;
 - the changing nature of waste collection and disposal; and
 - the benefits of co-locating and operating waste facilities currently controlled by separate tiers of local government.
- 6.5 Given the various drivers for the project and referring to the options set out in paragraph 4.6 of this report, options 1 and 2 are clearly neither viable nor sustainable for the medium to long term. Option 3 does not deliver many of the advantages outlined in this and previous reports but it is effectively a fall-back option. In considering the financial business case we have therefore compared options 4 and 5 (complete co-located WSOH or co-locating depots and WTS whilst leaving the HWRC at Rougham Hill, respectively).
- 6.6 Option 4 is the best option for the public purse. In terms of our financial modelling, the total estimated difference in annual revenue savings and additional income for option 4 amount to £1,106,000 each year compared to £1,007,000 for option 5 (a difference of £99,000 from year 1). The estimated capital cost to SCC for option 4 is £11,535,000 compared to an estimated capital cost of £9,369,000 for option 5 (a difference of around £2,167,000). Taking into account the cumulative effect of inflation, the cost of option 4 breaks even with option 5 in around 19 years based upon the estimated financial benefits we know now. This is represented graphically in figure 3

below. Taking a view in the round which combines the financial benefits, the substantial list of non-financial benefits (see paragraph 5.3) and the options assessment scores against 24 criteria (see IAPOS appendix B page 57/58) over the medium to long term, option 4 has significant benefits compared to option 5.

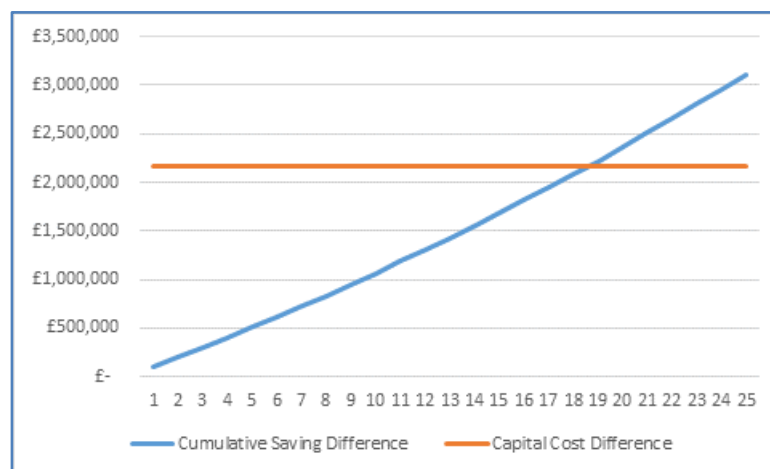


Figure 3 – Graph showing the estimated breakeven point for option 4

Expenditure on the project to date

- 6.7 Work has been ongoing on this project for two years. This has included significant external support on technical design and professional services. The nature of this work has changed throughout this period as the project has moved from options appraisal, site review, securing a land option, developing specific site designs, public consultation, review, further public consultation and review. Funding for the early part of this work was initially approved by SEBC on 30 June 2014 with £100,000 being allocated. At their Cabinet on 24 February 2015, SCC match funded the project with a further £100,000. On 22 September 2015 and 14 October 2015 SEBC and FHDC respectively approved further funding to the project of £220,000 and agreed a split of all the project costs to date between the two West Suffolk councils. This was further match funded by SCC.
- 6.8 To date, the total approved funding for the project from the three partner councils therefore amounts to £640,000. There is an additional £20,000 funding allocated as part of the LGA / Cabinet Office OPE programme bringing total approved funding to £660,000. The current notional split of funding between the three partner councils is on a ratio of 50:32.5:17.5 for SCC:SEBC:FHDC respectively. As the project progresses with design and costs being further defined, costs (and benefits) would be allocated equitably based upon the actual share of assets.
- 6.9 The actual expenditure on the project to date across the three councils amounts to £320,000.

Capital costs

- 6.10 A table outlining the costs and savings relating to the WSOH (comparing options 4 and 5) is shown below in figure 4.

- 6.11 Capital costs are largely based upon estimates provided by a Quantity Surveyor engaged to support the project. These estimates have been calculated using a site design for Hollow Road Farm dating from April 2015. Land costs are assumed as those fixed through the Hollow Road Farm land option agreement that the councils have in place and estimates have been obtained for specialised fit-out. Costs have been apportioned on the basis of a transfer station and HWRC (SCC) and the depot (West Suffolk) and the associated land take for these elements.
- 6.12 Estimates take account of the current anticipated project timing and have costs allocated for construction inflation which is currently running well ahead of general Retail Price Index (RPI) inflation. Further appropriate contingencies have been made within the construction estimates.

The estimated impact on annual revenue budgets

- 6.13 Annual revenue cost savings and income include:
- premises savings
 - management savings
 - staff savings
 - remodelled collection rounds (vehicle, staff and fuel savings)
 - additional income from commercial services (including fleet)
 - shared site supervision and administration
 - haulage cost savings
 - equipment savings
 - WDA recharges to WCA
- 6.14 Premises savings include a reduction in building maintenance costs through having fewer sites and sharing assets. They also include energy savings through building to the latest environmental standards and utilising green technology like roof-mounted photovoltaic cells. Premises savings also include negating the running costs for the Mildenhall depot and realising an annual income from leasing the building.
- 6.15 As well as reducing waste miles through co-location, currently our separate depots and HWRC have elements of waste transfer. By combining two depots and the HWRC with a transfer station on a single site the transfer element of each operation is shared in terms of both labour and equipment.
- 6.16 Ownership and running costs would be dealt with in a similar way as for West Suffolk House. The facility would be owned between the West Suffolk councils and SCC and revenue costs apportioned on an equitable basis.
- 6.17 Subject to detailed design and planning, the cost of any excess land at the site would be met by FHDC and SEBC and would remain in those organisations' ownership.

Bury depot Mildenhall depot Transfer station HWRC	Option 4 Single site Closed Single site Single site			Option 5 Single site Closed Single site Rougham Hill		
REVENUE	TOTAL £,000	FHDC £,000	SEBC £,000	TOTAL £,000	FHDC £,000	SEBC £,000
West Suffolk savings	371	143	227	328	128	200
West Suffolk income	285	100	185	285	100	185
West Suffolk Sub-Total	656	243	412	613	228	385
Suffolk CC net savings	450			394		
Suffolk Total	1,106			1,007		
CAPITAL COSTS						
West Suffolk capital cost	16,116			16,116		
Unallocated capital receipt	-6,250			-6,250		
Notional West Suffolk capital borrowing requirement for illustrative purposes	9,866	3,453	6,413	9,866	3,453	6,413

Figure 4 – Table outlining the financial case (comparing options 4 and 5)

Financing the project

- 6.18 This section sets out the proposed project financing for FHDC only. In line with the council's Investment Framework, this project has been assessed on the basis of prudential borrowing (for the life of project) for the residual borrowing requirement of £3.5 million.
- 6.19 It should be noted that although this section looks at this project on the basis of investment principles to cover borrowing requirements, the project's drivers and factors (set out at paragraph 6.1) are primarily linked to the councils' statutory service delivery obligations and to address the medium to long term pressure on the current Bury depot location from future housing, population and business growth. This project also removes the risk to the West Suffolk councils of a reliance on a 'tipping away payment' from SCC (initially estimated at £240,000 per year).
- 6.20 The table in figure 5 below includes the full cost of prudential borrowing, however actual borrowing would only take place when the council's treasury management activities identify such a need. For example, this could be when the council's cash flow management activities anticipate that an external cash injection is required to maintain the appropriate level of cash balances for the council to operate and fulfil its budget and service delivery requirements.

Borrowing Costs	£
Interest @ 3.25% (40 year PWLB rate)	112,000
Minimum Revenue Provision (over 40 year - 2.50%)	86,000
Total FHDC Borrowing Costs	198,000
Total FHDC Savings/Income share	243,000
Net financial benefit	45,000

Figure 5 – Table outlining the project borrowing costs

- 6.21 The council currently manages funds in excess of this and therefore external borrowing is not expected during the short to medium term for this project in isolation, releasing further savings into the council's revenue budget.

7. PROJECT TIMING

- 7.1 An outline timing programme for the project is shown below in figure 6. This is considered tight but achievable and is subject to the project risks identified in the appropriate section at the beginning of this report.

Name	Start	End
Consultation	Jan-16	Feb-16
Consultation feedback / decision to proceed	Feb-16	Jun-16
Establish design / construction project team	Jul-16	Aug-16
Design development / prepare planning application	Aug-16	Nov-16
Planning decision (inc stat consultation and referral to Sec of State)	Nov-16	Feb-17
Procurement and mobilisation	Feb-17	Jul-17
Construction period	Jul-17	Jul-18

Figure 6 – Outline project timing programme

8. CONCLUSIONS AND RECOMMENDATIONS

- 8.1 There is a clear need to urgently invest in new waste and street scene services infrastructure in West Suffolk. Current arrangements for the transfer and haulage of waste are unsustainable and costly to the taxpayer. Significant growth is planned for West Suffolk which will see a considerable increase in housing and business activity over the next 10 to 20 years. This will result in increased demand for our frontline services. The current facilities from which these services are delivered are at capacity and we are already facing the need to relocate. The condition of the SEBC depot and workshops in particular is such that they are costly to run and will require significant investment in the short term to maintain existing service levels. With the reduction in funding from central government, the councils are more dependent on locally derived income. Modern facilities and further capacity will be required to maximise income growth potential.

- 8.2 A combination of circumstances has come about which enables us to address these issues and demands both in the short term and for many years to come. The requirement for a waste transfer station in Bury, the success of shared services between FHDC and SEBC, the potential for wider development at Western Way, efficiencies from co-location and a willingness for the three councils to work together for the best long term solution for taxpayers are presenting a once in a generation opportunity.
- 8.3 The work we have undertaken to date clearly demonstrates that, providing it is in the right location, a WSOH is the best solution for addressing these demands. Our research and the work reflected in this report and its appendices demonstrates that there will be significant advantages from co-locating depots, fleet facilities, the transfer station and the HWRC to a single site.
- 8.4 The original work that was undertaken by the councils to assess potential sites for a WSOH culminated in Hollow Road Farm being preferred. This proposal met with significant local concern during the first pre-application consultation. In order to ensure that the best overall decision is made, the councils agreed to take a step back and re-consult more widely on the proposals. This second round of consultation was not a statutory requirement. However, in making a commitment to be open and provide as much information for public scrutiny and comment as possible, even though the additional consultation would result in some further delay and cost to the taxpayer, the councils collectively wanted to ensure they were following the right course of action at the best overall location.
- 8.5 Public engagement with this second round of public consultation has been impressive. Large numbers have responded offering a range of comments and views on the information provided along with alternative site suggestions and proposals to be considered. The quality of the responses, including the time taken to read the information provided and submit a written reply is notable and the councils are extremely grateful for this level of feedback. A range of views, both for and against the proposals, have been expressed. There was a high level of response from areas relatively close to Hollow Road Farm and these were generally more opposed to the WSOH proposal. Responses from other areas tended to be more in favour or mixed.
- 8.6 In terms of the options assessment, analysis of the responses and a subsequent review has led to some minor changes in our approach. However, these changes have not been substantive enough to alter the original position that a WSOH (option 4) on land at Hollow Road Farm is the best overall approach.

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Council



Forest Heath

District Council

Title of Report:	Norfolk and Suffolk Devolution Agreement	
Report No:	COU/FH/16/012	
Report to and date/s:	Council	29 June 2016
Portfolio holder:	Councillor James Waters Leader of the Council Tel: 01638 719324 Email: james.waters@forest-heath.gov.uk	
Lead officer:	Ian Gallin Chief Executive Tel: 01284 757001 Email: ian.gallin@westsuffolk.gov.uk	
Purpose of report:	<ol style="list-style-type: none"> 1. This report sets out Norfolk and Suffolk's ambition for and approach to devolution based on the East Anglia Devolution Deal announced by the Chancellor in the Budget on 16 March 2016. It builds on Government commitment to enhance local autonomy through devolution, reflected in the Cities and Local Government Devolution Act. 2. It also provides a unique opportunity to access funding for the two counties, now and in the future, in an era of diminishing core funding for local authorities. Those areas entering into Devolution Agreements are being given further opportunities to secure funds for economic growth, eg Greater Manchester, who are on their fourth Devolution Agreement with Government. 3. This report asks Full Council to endorse the Norfolk and Suffolk Devolution Agreement, support the Governance Review and agree to publish a Scheme of Governance for public consultation 	

<p>Recommendation:</p>	<p>It is <u>RECOMMENDED</u> that:</p> <ol style="list-style-type: none"> 1. That the Authority endorses the signing of the Norfolk and Suffolk Devolution Agreement by the Leader. 2. That, on the basis of the Governance Review, and having regard to any impact on equalities explored in the Equalities Impact Assessment (EqIA), the Authority concludes that the establishment of a Mayoral Combined Authority for Norfolk and Suffolk is the option which most fully permits the effective discharge of the functions that Government is prepared to devolve to this area. 3. That the Authority endorses and supports the publication of the draft Scheme for a Norfolk and Suffolk Mayoral Combined Authority as attached to this report for consultation purposes, subject to such final revisions as may be approved by the Chief Executive in consultation with the Leader, and prior to the commencement of the formal consultation exercise. Such formal consultation, on the Scheme, to commence once all Norfolk and Suffolk Councils have considered the matters in this report and, in any event, no later than the 4 July 2016. In the event that a Constituent Authority named in the attached Scheme does not agree to endorse the Deal Agreement and/or the Scheme, the Authority authorises, through its Chief Executive the relevant changes to be made to the Deal Agreement, the Scheme and the Governance Review to reflect that Authority's non-participation. 4. That the outcome of the consultation exercise is submitted to the Secretary of the State by the Chief Executive, in consultation with the Leader, by early September. 5. That council meets by no later than 28 October 2016 to consider giving consent to an Order establishing a Mayoral Combined Authority for Norfolk and Suffolk. 6. Insofar as any of the matters referred to in this report concern the discharge of functions ancillary to the endorsing and signing of the Norfolk and Suffolk Devolution Agreement and the publication of the Scheme, authority is delegated to the Chief Executive in consultation with the Leader, to take all necessary steps and actions to progress the recommendations detailed in this report. 7. Negotiations on the Deal agreement have only recently been concluded and the Review and Scheme have been subject to last minute change. In the event that additional powers are required by the Combined Authority to deliver the Deal Agreement, authority is delegated to the Chief Executive, in agreement with the other Chief Executives across Norfolk and Suffolk to make the necessary changes to the Scheme. 8. That further reports are presented to the Authority as appropriate as the Devolution process develops.
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<p>Key Decision:</p> <p>(Check the appropriate box and delete all those that <u>do not</u> apply.)</p>	<p><i>Is this a Key Decision and, if so, under which definition?</i></p> <p>Yes, it is a Key Decision - <input checked="" type="checkbox"/></p> <p>No, it is not a Key Decision - <input type="checkbox"/></p> <p>(a) A key decision means an executive decision which, pending any further guidance from the Secretary of State, is likely to:</p> <p>(i) be significant in terms of its effects on communities living or working in an area in the Borough/District; or</p> <p>(ii) result in any new expenditure, income or savings of more than £50,000 in relation to the Council's revenue budget or capital programme;</p> <p>(iii) comprise or include the making, approval or publication of a draft or final scheme which may require, either directly or in the event of objections, the approval of a Minister of the Crown.</p> <p>(b) A decision taker may only make a key decision in accordance with the requirements of the Executive procedure rules set out in Part 4 of this [the] Constitution.</p>	
<p><i>The decisions made as a result of this report will usually be published within 48 hours and cannot be actioned until five clear working days of the publication of the decision have elapsed. This item is included on the Decisions Plan.</i></p>		
<p>Consultation:</p>	<p>Further consultation subject to the agreement of Council is a requirement of the legislation and is set out in section 7 of the report</p>	
<p>Alternative option(s):</p>	<p>That the council does not agree to the recommendation(s) and the development proposed towards the establishment of a Combined Authority.</p> <p>If the Authority withdraws at this stage it will lose the opportunity to develop the benefits of the devolution process and may lose access to future government resources and the local determination of policy and spending priorities</p>	
<p>Implications:</p>		
<p>Are there any financial implications? If yes, please give details</p>	<p>Yes <input checked="" type="checkbox"/> No <input type="checkbox"/></p> <ul style="list-style-type: none"> As set out in sections 4.4 and 9 of this report 	

Are there any staffing implications? If yes, please give details	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> <ul style="list-style-type: none"> As set out in section 9.1 of this report
Are there any ICT implications? If yes, please give details	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
Are there any legal and/or policy implications? If yes, please give details	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> <ul style="list-style-type: none"> In line with strategic priorities as contained in Corporate Plan Legal implications are contained in the report
Are there any equality implications? If yes, please give details	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> <p>An initial equality impact assessment has been carried out for the two counties and is available as a supporting paper. It is the start of a process and will be further developed by officers across the two counties. It is worth noting that three of the core initiatives proposed as part of the Deal – digital connectivity, infrastructure and transport – have particular potential to enhance access for disabled and older people, who form a large and increasing percentage of Norfolk and Suffolk’s population.</p>
Risk/opportunity assessment:	<i>(potential hazards or opportunities affecting corporate, service or project objectives)</i> <ul style="list-style-type: none"> As contained in the report If progressed, future work will be completed
Ward(s) affected:	All
Background papers: <i>(all background papers are to be published on the website and a link included)</i>	<p>Sources of further information:</p> <p>Equality Assessment Phase 1 – Findings and Recommendations</p> <p>Previous Reports to Council</p> <ul style="list-style-type: none"> SEBC Council 22 September 2015 “Devolution in Suffolk” FHDC Extraordinary Council 16 September 2015 “ Devolution in Suffolk” <p>Further information can be found on the East Anglian Devolution Web Site at www.eastangliadevo.co.uk , which includes a list of FAQ’s.</p>

Documents attached:	<p>Appendix A – Norfolk and Suffolk Devolution Deal Agreement</p> <p>Appendix B – The Norfolk and Suffolk Governance Review</p> <p>Appendix C – The Norfolk and Suffolk Scheme of Governance</p>
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1. Introduction

- 1.1 This report updates Council on the progress made in the Devolution proposal by the sixteen local authorities in the Norfolk and Suffolk area and details the process for the next stages in the devolution programme. It includes the latest elements of the devolution proposal and requires council to consider and set direction for the next stages of the devolution process.

2. Context

- 2.1 The Scottish independence referendum in September 2014 and publication of the Smith Commission report in November 2014 on further devolution to Scotland, promoted wide-ranging debate about similar devolutionary measures in England, at both national and sub-national levels. After the General Election in May 2015, the new Government emphasised its commitment to devolution by swiftly introducing Cities and Local Government Devolution Bill to Parliament on 28 May 2015.
- 2.2 Initially, the government's focus was on continuing the devolution of powers and/or funding to large urban areas, particularly to the five existing combined authorities. This included a devolution deal for the Sheffield City Region and the Greater Manchester Health and Care Deal that sees the authorities take control of £6 billion of health and social care spending overseen by a new statutory body from April 2016.
- 2.3 As support for devolution grew, the government announced that all areas were encouraged to come forward with proposals for a devolution deal. As a result, many areas across England submitted proposals to the government and have been subject to negotiation. As part of his Summer Budget on 8 July 2015, the Chancellor announced that 'significant' devolution deals would need to be submitted to the government by 4 September 2015 if they were to inform the Spending Review in November.
- 2.4 At its meeting on 16 September 2015, Council agreed to:
- (1) Suffolk's ambition for devolution contained in its Expression of Interest to Government as the basis for future detailed negotiation with Government throughout the autumn 2015, be endorsed;

- (2) the approach to negotiating more detailed proposals with Government be endorsed; and
 - (3) it be agreed that following negotiation with the Government, any proposed devolved arrangements will be subject to consideration and agreement by full Council.
- 2.5 In East Anglia, Suffolk and Norfolk submitted Expressions of Interest and a commitment to work together to develop a Deal. The first expressions of interest focused on shared ambition to drive economic growth exploring how devolution could help accelerate this through greater local autonomy and a re-set relationship between local and central government.
- 2.6 Further to Ministerial feedback, including a 'Challenge Session' with Lord Heseltine in November 2015, and recognition amongst local leaders of the economic links between Norfolk, Suffolk, Cambridgeshire and Peterborough, a devolution deal for East Anglia was agreed at a very accelerated pace and announced by the Chancellor in the Budget (March 2016).
- 2.7 Following further consideration of the most effective way to drive growth through an East Anglia deal, discussion with Ministers and reflection on what would be best for local people, it was decided to pursue two distinct devolution deals. One for Norfolk and Suffolk and one for Cambridgeshire and Peterborough. This approach provides opportunity for strategic join up between the two deals for example, on infrastructure, transport and skills but retains local economic geographies.
- 2.8 After extensive negotiations, the sum on offer for the two distinct Deals is greater than the sum offered in the original Deal.

3. The Devolution Process

- 3.1 There are clear statutory processes that need to be followed in accordance with the Cities and Local Devolution Act 2016 to establish a mayoral combined authority and devolving appropriate powers from central government for May 2017. The Norfolk and Suffolk deal is one of the first to be progressed under this legislation.
- 3.2 The councils covered by the proposal need to undertake a governance review, publish a Draft Governance scheme that explains how a mayoral combined authority would work, undertake a statutory public consultation on the scheme and provide a summary of the consultation responses to the Secretary of State. The primary purpose of a governance review is to set out the rationale for creating a Norfolk and Suffolk geographic/economic footprint and to propose options for governance. The governance review and the consultation on the draft scheme will enable the Secretary of State to decide whether the statutory tests on improving the exercise of statutory functions are met and whether it is appropriate to make the order (if parliament approves) establishing the Mayoral Combined Authority. Before making such an order, consent needs to be sought from the constituent councils.

- 3.3 This report sets out the terms of the governance review (Appendix B) and the draft scheme (Appendix C) on which we will consult. Each council in the proposed Norfolk and Suffolk Deal will receive the attachments for consideration by its members and a report inviting identical recommendations at their next scheduled meeting.

4. The Norfolk and Suffolk Devolution Deal Agreement

- 4.1 The Norfolk and Suffolk Devolution Deal Agreement is set out at Appendix A to this report. It is based on the East Anglia Devolution Agreement signed by the Chancellor, Secretary of State and Leaders from the Councils across Norfolk, Suffolk Peterborough and Cambridgeshire (except Cambridge City Council), but only applies to all councils in Norfolk and Suffolk.
- 4.2 Devolution offers a generational opportunity to accelerate growth in the local and national economy whilst improving the life chances and quality of life for every resident in Norfolk and Suffolk. We are a diverse and dynamic area including cities, rural and coastal communities with a globally significant economic offer. The deal provides for the transfer of significant resources and powers from central government to the region including for infrastructure, housing, economic development, and employment and skills, which will positively impact on the lives of residents by helping create more jobs, improving the skills and employment prospects of residents and boosting the productivity of Norfolk and Suffolk. With devolved powers we can make sure that the housing needed to support this growth is connected to the right infrastructure: roads, rail and digital and means that local communities can thrive.
- 4.3 For Norfolk and Suffolk the deal offers the opportunity for a step change in our relationship with government. Devolution means having the power and resources to tackle our challenges and make the most of the opportunities. This is the beginning of the Devolution process. If Council agrees to proceed with the Deal it opens the way to future negotiations. For example the Greater Manchester Deal announced in November 2014 has seen the Combined Authority use its deal to negotiate on a further four occasions to enhance its powers, to deliver economic growth.
- 4.4 The deal contains very significant new powers and funding for Norfolk and Suffolk and represents an opportunity to gain greater control and influence across a range of issues that directly affect our residents, but are currently decided in Whitehall. It creates a Combined Authority of a size and impact capable of negotiating directly with Government Departments so that our local priorities are recognised and acted upon rather than being sidelined. Specifically the Deal includes:
- A single pot of £25m a year of new money for the next 30 years (£750m) to support economic growth, development of local infrastructure & jobs. 40% of the 'single pot' will be revenue, which can support capital borrowing.

- £100m over five years of new money to support the building of new homes across Norfolk and Suffolk. Recognising the housing market conditions in Norwich and Ipswich, Government will also provide the Combined Authority with an additional £30m over five years, split equally for Norwich City and Ipswich Borough, to meet its housing needs
- A guaranteed £225m annual transport budget for the next five years
- Control of an existing c£20m a year Adult skills funding to ensure the training offer match the needs of local businesses and the local labour market
- Control of an existing c£2m Apprenticeship Grant for Employers (AGE grant) to enable funding to better meet the needs of local Norfolk and Suffolk employers
- Greater control over who delivers transport services in Norfolk and Suffolk, and how, rather than it being imposed on us by Central Government
- More control and influence over investment in key roads across Norfolk and Suffolk, so that local priorities and concerns can be met
- A Commitment that relevant authorities and partners take a Norfolk and Suffolk wide approach to flood & coastal risk management to get more for our money and ensure problems aren't just shifted from one area to another
- A Commitment that local authorities work to improve the planning process for residents and businesses

5. The Norfolk and Suffolk Governance Review

5.1 The Norfolk and Suffolk Governance Review is set out at Appendix B to this report. In accordance with the statutory framework, the purpose of the Governance Review has been to:

- review the exercise of statutory functions in relation to the review area with a view to deciding whether to prepare and publish a scheme under section 108 of the Local Government, Economic Development and Construction Act 2009 and section 6 of the Cities and Local Government Devolution Act 2016
- consider the options available for making changes to existing governance structures and arrangements with a view to improving the exercise of statutory functions
- determine which option is likely to be most beneficial to the area of Norfolk and Suffolk as well as strengthening the overall governance arrangements and delivery of statutory functions

5.2 In doing so, the Review has also taken into account the following local priorities:

- The most effective way to deliver economic growth and public service reform through functions such as: transport, infrastructure, spatial planning and skills
- What constitutes functional economic market areas
- Accountability
- Enabling effective joint working between existing statutory and non-statutory bodies
- The principle that decisions should be taken closest to the level where they will have most impact (subsidiarity/double devolution)

5.3 The Governance Review has found that Norfolk and Suffolk function as an integrated economic area. There is significant connectivity across Councils in the area as well as strong relationships with neighbouring areas, particularly Cambridgeshire. Strong collaboration is not only a feature of local government but also evident in the NHS' Sustainability and Transformation Plans. Key economic sectors within and beyond the area have encouraged successful economic join up between the two Local Enterprise Partnerships.

5.4 There is a shared ambition across Norfolk and Suffolk to drive growth which is already being demonstrated through successful joint working on: the Growth Deals, City Deals and Enterprise Zones. However, the case for change is compelling:

- Existing arrangements are fragmented and not fit for driving forward Norfolk and Suffolk's shared ambition to: drive growth, fulfil global economic potential, integrate public services and deliver the best for local people
- Norfolk and Suffolk's commitment to unlocking growth and housing and invest in infrastructure needs greater devolved powers and funding, which requires formal robust and accountable joint decision making
- Robust strategic governance is needed to drive public service reform, deliver more integrated services and re-set the relationship between central and local government paving the way for future devolution Deals
- Creating a single strategic voice and champion for Norfolk and Suffolk would enable strategic join up supported by appropriate local delivery

- 5.5 The conclusion of this Governance Review is to recommend that the functional economic area of Norfolk and Suffolk will be best served by the establishment of a Mayoral Combined Authority. It also maximises opportunities to negotiate for devolved budgets, powers and responsibilities with Government and therefore, is consistent with the ambition to re-set the relationship with Government.
- 5.6 Government have been clear that without a Mayor any devolution deal would be much smaller in range and value and this would not deliver Norfolk and Suffolk's ambition.
- 5.7 Combining strategic strength and coherence with connections to local functional economies, it is considered that this model will improve the exercise of statutory functions but more importantly provide robust but flexible integrated and locally accountable decision making.

6. The Norfolk and Suffolk Scheme of Governance

- 6.1 The Norfolk and Suffolk Scheme of Governance is set out at Appendix C to this report.
- 6.2 The Scheme establishes the functions and powers that the Governance Review identifies as necessary to be devolved from Government, in order to meet the Secretary of State's statutory tests. It reflects the new Mayoral and Combined Authority functions and powers as proposed under the Deal Agreement. These include:
- The Mayor's responsibility for a multi-year, consolidated and devolved local transport budget
 - Responsibility for a Key Route Network which will be managed and maintained on behalf of the mayor
 - Powers over strategic planning and housing including £130m ring-fenced funding over 5 years to deliver new homes
 - The Combined Authority's receipt of an additional £25m a year funding allocation over 30 years to boost growth
 - The Combined Authority's review of 16+ skills provision and devolved 19+ adult skills funding

All as more specifically described in the appendices.

- 6.3 In addition to powers and functions the Scheme also sets out, at high level, how the mayor and the Combined Authority will operate. However the detailed governance of the Combined Authority will be established in the Combined Authority's Constitution.
- 6.4 The Constitution will contain details of how the new powers and functions will be delivered and enshrine the principles of double devolution. The Scheme recognises that the Combined Authority will operate through thematic, geographic and/or district clusters, to ensure that delivery is

exercised at the appropriate local geographies primarily based on functional economic areas and travel to work areas.

6.5 The Scheme also enshrines principles about the costs of the Mayor and Combined Authority. Those principles are that:

- The Combined Authority costs will be met as far as possible from existing resources, with statutory officers and support provided by the Constituent Authorities; and
- Any levy on the Constituent Authorities for Mayoral costs will be treated as a loan and repaid to the Constituent Authorities by the 3rd anniversary of the Mayoral election.

6.6 The aim is that the gain or benefit leveraged from the Single Pot (£25m a year) will be far in excess of the Mayoral costs for the Combined Authority.

7. Consultation

7.1 Legislation requires devolution deal areas to publish a scheme of governance setting out plans for the scope of the combined authority, the arrangements for local representation, and decision making. The public must be consulted on these arrangements, and the Secretary of State will then take the outcome of consultation into account before further legislation can be taken forward.

7.2 The draft scheme will be the subject of a statutory consultation exercise which will commence no later than 4 July 2016. The results of the consultation exercise will be reported back to council and the Secretary of State.

7.3 The consultation is a window of opportunity for wider, systematic engagement and involvement of residents and other stakeholders in Norfolk and Suffolk. To date, the complexities and challenges of negotiations have principally played out through the media. The consultation period – running from July 4 to August 19 2016 - will allow us to seek and gather views of local people about the deal. The intention locally is to promote the consultation, encouraging residents to give their views; it will include face to face discussions, briefings, on-line information and published materials setting out a broader overview of the deal and its potential impact.

7.4 Alongside this, there will be a booster telephone survey to ensure that we obtain demographically representative consultation feedback by district. The telephone survey will deliver 5,320 individual telephone interviews across Norfolk and Suffolk, to give a robust sample (380 per district). The telephone survey will also include 250 interviews with businesses across both counties.

7.5 During the consultation period each authority is also likely to receive direct representations from stakeholders in writing and email. Each

participating authority will collect the responses they receive directly. Upon completion of the consultation, we will submit an overall report with executive summary to the Secretary of State as a joint submission from all councils in Norfolk and Suffolk. Each participating authority will submit copies of all stakeholder representations they receive by hard copy or email along with their own representations.

- 7.6 The results of the consultation will be reported back to the Council and the Secretary of State. Whilst the timing of the consultation period is not ideal – over the summer for seven weeks and following the EU referendum – this is balanced by what will be a proactive approach locally to promote the consultation, and the extensive telephone interviews will assure the robustness of the process.
- 7.7 The process requires the consultation to take place over the summer months. The maximum time we can have the consultation open is seven weeks. Whilst this is fewer weeks than standard consultations, it is balanced by the extensive telephone interviews which ensure the robustness of the exercise. The consultation will open on July 4 and run until August 19. The submission of responses to the Secretary of State will be by early September.

8. The Decision

- 8.1 In taking its decision on the matters in this report there will be an opportunity for all members to debate the Deal Agreement, Review and Scheme. However there will not be an opportunity to move amendments (other than minor typographical or corrective changes) to the Deal Agreement, Review or Scheme. The timetable for publication of the Scheme, being no later than 4 July 2016, and the fact that the documents must pass through all 16 councils in Norfolk and Suffolk for agreement or otherwise, does not give a window for further negotiation. Members will need to decide whether to endorse the Deal Agreement and support publication of the Scheme or reject it.
- 8.2 However, they can feed in any comments on the Scheme as part of the consultation process.
- 8.3 If a council decides to reject the Scheme, appropriate changes will need to be made to the Deal Agreement and Scheme prior to publication.
- 8.4 Although the June decision is not the final decision and does not legally commit an authority to participating in a Combined Authority, agreeing the Norfolk/Suffolk proposal and subsequently withdrawing will have an impact on the all the authorities in the proposed Combined Authority – a change in the economic area after the public consultation has been triggered on 4 July is likely to require a new Scheme to be prepared for consultation and thus the timetable for creation of the Combined Authority would not be met. The June decision could be characterised as a moral rather than a strict legal obligation to consent to the Order. There may of course be legitimate reasons for an authority not to consent to the Order in October.

9. Resource Implications (Finances, Staffing, Property, IT)

- 9.1 The resource implications are dependent on the next stages of the development of the devolution process. Most will involve the use of existing officer time and resources.
- 9.2 All council leaders have agreed that the administration costs of setting up the Mayoral Combined Authority will be kept to a minimum, using existing resources within their councils.
- 9.3 We will be seeking to ensure that the total cost of the delivery of public services in Norfolk and Suffolk is no more than is currently the case and we will be looking to take advantages of the opportunities presented by working together across this area.
- 9.4 As mentioned in section 30, the Scheme enshrines principles about the costs of the Mayor and Combined Authority, with the aim that the gain or benefit leveraged from the Single Pot (£25m a year) will be far in excess of the Mayoral costs for the Combined Authority.

10. Conclusion

- 10.1 After extensive negotiations between Government and the Norfolk and Suffolk Leaders a proposed Devolution Agreement has been developed. The council will need to assess whether to endorse the Devolution Agreement and authorise the leader to sign it.
- 10.2 The council is asked to support the governance review and agree the publication of the Scheme of Governance. This will allow the council to report to the Secretary of State such views to inform his decision on the Devolution Deal and the Scheme for the Mayoral Combined Authority.
- 10.3 The Devolution Agreement attached is just the start of the Devolution process. Greater Manchester, the model for a number of the Devolution Deals, has now agreed the content of its 4th Deal in in April 2016 took on responsibility for the Health budget in the area. There is a great deal of potential to extend the range of responsibilities, powers and funding in the coming months and years and this report seeks to put into place the mechanisms to deliver increased local leadership for public services and greater autonomy over the levers for growth in our area.

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Appendix A

The Norfolk and Suffolk Devolution Agreement

June 2016

Implementation of this agreement is subject to the completion of the statutory processes and approval of all local authorities which are party to the deal.



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The Norfolk and Suffolk Devolution Agreement

This document sets out the terms of an enabling document for a proposed agreement between: Government, the 16 local authorities covering Norfolk and Suffolk and the New Anglia Local Enterprise Partnership to devolve a range of funding, powers and responsibilities.

It should be considered as part of the Government's devolution to East Anglia.

This Devolution Agreement builds on, but is separate to the Greater Ipswich City Deal, Greater Norwich City Deal agreed in 2013 and the New Anglia Growth Deals agreed in 2014 and 2015. It marks an important next step in the transfer of resources, powers and accountability from central Government to local partners.

The agreement below sets out the current devolution proposal for Norfolk and Suffolk which it is agreed that leaders will take to each council for full debate and consultation with relevant local stakeholders. This process is to be completed by no later than the end of June. The consenting councils may include additional councils to those which are party to this agreement if such councils decide no later than the end of June (allowing the statutory process to be launched in early July) that they wish to become a party to the deal. In return for this level of devolution and local control Norfolk and Suffolk will establish a Combined Authority, with a directly Elected Mayor in place by 2017 with interim arrangements in place in 2016/17.

The Opportunity

Norfolk and Suffolk share a unique geography and a mix of urban, rural and coastal communities – close to but very distinct from London with a firm focus beyond our borders both within the UK and internationally, with our Europe facing world class energy coastline and the UK's largest container port.

The two counties represent a £34billion economy and one of the fastest growing areas of the UK. We also have the potential to grow our economy faster, with strengths in key sectors such as: agri-tech, food and health, energy and the digital economy. Our strengths are diverse and powerful including:

- National hubs for key business sectors that need to be nurtured to become magnets for global inward investment such as:
 - An all-energy coast at the centre of the world's largest market for offshore wind that is worth about £994 million per annum,
 - Globally-leading research in life sciences worth £1.3 billion across Norfolk and Suffolk
 - agri-tech – a fast growing sector with huge commercial potential worth £2.2 billion GVA per annum almost 10% of Norfolk-Suffolk GVA
 - Pioneering technical innovations in ICT research and development worth £1.3 billion with 1, 400 companies employing around 10 300 people
 - Felixstowe - the UK's busiest container port

- A fast-growing creative digital sector, recently recognised by Tech City UK
- Market-leading food and drink producers
- A first-class cultural heritage means tourism is worth £4.6bn annually across Norfolk and Suffolk
- the A11 corridor from Norwich to Cambridge – a world class destination for advanced manufacturing with already more than 100 automotive engineering and related advanced manufacturing companies in growing clusters
- the quality of place to attract significant inward investment
- City Deals for Norwich and Ipswich that are pioneering successful approaches to increase productivity reduce welfare dependency and deliver the Government's 'Youth Pledge' to support young people into employment such as Norwich for Jobs and MyGo in Ipswich
- An innovative, collaborative and mature public sector that is willing to be bold in transforming public services
- A wealth of local assets including our communities themselves and partners beyond the public sector such as, business and the VCS

Devolution offers a generational opportunity to accelerate growth in the local and national economy whilst improving the life chances and quality of life for every resident in Norfolk and Suffolk. It is a diverse and dynamic area including cities, rural and coastal communities with a globally significant economic offer.

Working with neighbouring partners, the Norfolk and Suffolk Combined Authority has a phenomenal opportunity to create a better connected region, spreading and retaining the wealth, building the rural economy and improving the digital and broadband offer in supporting SMEs. With dramatically improved connectivity and the scale and opportunity to exploit local global leadership, there is the opportunity to address the grand challenges facing long-term human, environmental and economic sustainability to make a step change in the local economy.

Delivering on this opportunity

There is much more to be done and this deal can only be the start. The deal represents an invitation to local councils and business to come together and set out a compelling Business Plan of connected growth for how this programme can be implemented and identify further reforms and mechanisms for unlocking new avenues of investment.

Norfolk and Suffolk will work with local Councils, New Anglia LEP, Government Departments and Agencies on their joint comprehensive business plan for Norfolk and Suffolk to be drawn up over the next six months. To avoid divergence this will build on the diversity of assets across the Norfolk and Suffolk economic area such as it's: ports, all energy coastline, world class universities and research; its leading role in advanced manufacturing and ICT and will identify ways to grow its economy. It will also build on areas of mutual benefit particularly with Cambridgeshire and

Peterborough Combined Authority to boost productivity for example, infrastructure and transport. Central to this model of connected growth Norfolk and Suffolk will set out a number of core initiatives:

- A step change in infrastructure delivery with an integrated approach to planning of road, rail and digital connectivity alongside land for new housing and business
- The principle of Double Devolution of powers to local areas working with the Mayor to take responsibility and accountability for housing and infrastructure delivery in their own areas
- Becoming the UK's truly connected region in respect of communications and transport connections. Linking research-based growth in the cities with even the most rural villages. Improvements to road & rail infrastructure and using smart ticketing will make it easier for residents to participate fully in the economy and travel across transport modes
- Devising new models of private/public infrastructure & housing funding to fund strategic capital infrastructure
- A new partnership between the universities and FE providers in the region to drive a programme of co-ordinated skills and educational improvement to deliver the knowledge based economy
- Areas of joint collaboration with Cambridgeshire and Peterborough – to include features such as transport, infrastructure and skills where solutions are required pan region
- Arrangements with other areas that represent the recognised economic growth opportunities. This will include: Essex, Bedfordshire, Hertfordshire, Lincolnshire, Northamptonshire, and Rutland

This Business Plan will form the basis of a single and co-ordinated second devolution proposal from Norfolk and Suffolk to Government in the Autumn with the ambition of empowering the directly elected Mayors for the two Combined Authorities with the powers, tools and resources to unleash the potential of the area with the main objective to build a successful and dynamic economy in the short term and make a substantial contribution to keeping the United Kingdom in the first economic rank of nations for generations to come. Exploiting these powers at a local level will make a substantial contribution to this.

This document provides for the transfer of significant resources and powers from central government to the region including for infrastructure, housing, economic development, and employment and skills, which will positively impact on the lives of residents by helping create more jobs, improving the skills and employment prospects of residents and boosting the productivity of Norfolk and Suffolk.

Summary of the proposed devolution agreement between government and the leaders of the 16 local authorities with the support of the New Anglia Local Enterprise Partnership.

A new, directly elected Mayor will act as Chair to the Norfolk and Suffolk Combined Authority and will exercise the following powers and functions devolved from central Government:

- Responsibility for a multi-year, consolidated and, devolved local transport budget
- Responsibility for a new Key Route Network of local authority roads that will be managed and maintained by the Combined Authority on behalf of the Mayor
- Powers over strategic planning and housing, including £100m (out to 20/21) ring-fenced funding to deliver an ambitious target of new homes, the responsibility to create a non-statutory spatial framework for Norfolk and Suffolk and to develop with government a Land Commission and to chair The Norfolk and Suffolk Joint Assets Board for economic assets

The new Norfolk and Suffolk Combined Authority, working with the Mayor, will receive the following powers:

- Control of a new additional £25m a year funding allocation over 30 years, to be invested to The Norfolk and Suffolk Single Investment Fund, to boost growth. Recognising the housing market conditions in Norwich and Ipswich, Government will provide the Combined Authority with an additional £30m over five years split equally for Norwich City and Ipswich Borough to meet their housing needs.
- Responsibility for chairing an area-based review of 16+ skills provision, the outcomes of which will be taken forward in line with the principles of the devolved arrangements, and devolved 19+ adult skills funding from 2018/19
- Joint responsibility with the government and the single Employment and Skills Board covering the Norfolk and Suffolk Combined Authority and the Cambridgeshire and Peterborough Combined Authority to co-design the new National Work and Health Programme designed to focus on those with a health condition or disability and the very long term unemployed

Further powers may be agreed over time and included in future legislation.

GOVERNANCE

1. Strengthened governance is an essential pre-requisite to any further devolution of powers to any local area. Through this deal Norfolk and Suffolk will establish a Combined Authority and introduce a directly elected Mayor over the Combined Authority's area, with the first elections in May 2017. This takes the next step in transferring resources and powers from central Government to Norfolk and Suffolk. There is no intention for the Combined Authority to take existing powers from local authorities or existing city deal governance structures or funding without agreement.
2. The local authorities of Norfolk and Suffolk recognise and have agreed that the principle of subsidiarity should apply to the discharge of functions by the Mayor and Combined Authority and governance of this devolution deal. Norfolk and Suffolk and the Government agree to work on a model of devolution that aligns the regional strategic ambition expressed by the Mayor and the Combined Authority with local accountability and incentives for delivery at a local level based on functional economic geographies.
3. The directly elected Mayor for the Norfolk and Suffolk Combined Authority will autonomously exercise new powers. The Mayor will chair the Combined Authority, the members of which will serve as the Mayor's Cabinet (unless determined otherwise as part of the Authority's constitution). The Mayor and the Combined Authority will be scrutinised and held to account by the Overview and Scrutiny committees. The Mayor will also be required to consult the Combined Authority Cabinet on his/her strategies and his/her spending plans, which it may reject if a two-thirds majority vote to do so. The nature of voting arrangements for particular decisions within the two-thirds majority will be determined unanimously through the Authority's Constitution.
4. The Norfolk and Suffolk Mayor will be required to consult the Norfolk and Suffolk Combined Authority on his/her transport plan, which it may reject if a two-thirds majority vote to do so, subject to that majority including the votes of Norfolk and Suffolk County Councils.
5. Proposals for decision by the Combined Authority may be put forward by the Mayor or any Cabinet Member. The Mayor will have one vote as will other voting members. Any questions that are to be decided by the Combined Authority are to be decided by a majority of the members present and voting, subject to that majority including the vote of the Mayor, unless otherwise set out in legislation, or specifically delegated through the Authority's Constitution.
6. The Mayor and the other members of the Combined Authority will be required to work closely together. Specifically:
 - a. the Mayor will provide overall leadership and chair Combined Authority meetings;
 - b. the Cabinet Model, where the leaders have a clear portfolio of responsibilities, will act as a supporting and advisory function to the Mayor and Combined

Authority in respective policy areas; and

- c. the Mayor will also be a member of New Anglia LEP, alongside the other members of the Combined Authority, recognising the importance of New Anglia LEP's role and the private sector in any growth strategies or delivery.
7. The Norfolk and Suffolk Combined Authority will work with the Cambridgeshire and Peterborough Combined Authority on a range of strategic issues that deliver economic growth to East Anglia. The areas of strategic economic importance for joint working will include Transport, Infrastructure, Higher Education and Skills. This will be recognised through the governance arrangements for both Combined Authorities, and specifically through the establishment of the Cambridgeshire, Norfolk, Peterborough and Suffolk Joint Committee.
8. The Combined Authority will seek to develop arrangements with other Combined Authorities and other areas in order to progress strategic regional issues and to accelerate growth in recognised areas of economic geography.

FINANCE AND FUNDING

9. The Combined Authority will create and manage a single pot which will be used by the Combined Authority to invest in economic growth, helping to accelerate housing delivery and job creation. The Government will work with the Combined Authority to agree specific funding flexibilities which will be pooled into the Single Pot. This will comprise a flexible, multi-year settlement providing the freedom to deliver its growth priorities, including the ability to re-direct funding to reflect changing priorities, whilst upholding statutory duties. Government expects to disburse this agreed settlement to the Combined Authority annually in advance.
10. The Government agrees to allocate an additional £25million per annum of 60% capital and 40% revenue for 30 years, which will form part of and capitalise the Combined Authority single pot. This will be invested in Norfolk and Suffolk. The Combined Authority will use this fund to unlock investment in infrastructure and deliver economic growth. Recognising the housing market conditions in Norwich and Ipswich, Government will supplement this with an additional £30m capital over the first five year period split equally for Norwich City and Ipswich Borough to meet its housing needs. The fund will be subject to 5-yearly gateway assessments to evaluate whether spend has contributed to national growth. The fund will also be delivered in line with a local single pot assurance framework, based upon the guidance and agreed with the Government.
11. Following the implementation of the necessary primary legislation, the Mayor will be given the power to place a supplement on business rates to fund infrastructure, with the agreement of the local business community through the business members of the New Anglia Local Enterprise Partnership, up to a cap.
12. Through devolution, the area is seeking greater influence and decision making in respect of the European Structural Investment Funds 2014-2020 (European Regional Development Fund (ERDF), European Social Funds (ESF) and the EU Growth

Programme element of the European Agricultural Fund for Rural Development (EAFRD)). This will allow the area to integrate and align investments with other aspects of the devolution deal and local economic priorities, to improve performance and maximise economic impact. In order to deliver these objectives the Combined Authority is seeking Intermediate Body Status for ERDF, ESF and the EU Growth Programme part of EAFRD funding. Government will work with the Combined Authority to test whether it will be possible to implement and if so, Government and the Combined Authority will work together to agree a timescale to put this in place and develop an agreement between each Managing Authority and the Intermediate Body that will contain details of delegated responsibilities and accountabilities, performance management, resources, their funding and payment arrangements and other relevant details.

13. The Government and local partners will explore how funding for infrastructure can be raised through Community Infrastructure Levy, taking account of the outcomes of the CIL Review.
14. The Combined Authority and Government will extend the existing pilot allowing some authorities to retain 100% of any additional business rate growth beyond an agreed baseline to apply across Norfolk and Suffolk.
15. Government will work with local authorities in Norfolk and Suffolk to shape and influence the design of the new Local Government Finance system based on the localisation of business rates in advance of its universal introduction in 2020.

HOUSING AND PLANNING

16. The Combined Authority, with its partner authorities, will use the powers and infrastructure resources devolved from central government, alongside local public and private investment, to substantially increase housing delivery.
17. They will support an ambitious target for increasing new homes delivery, jointly agreed with the Department for Communities and Local Government, which reflects latest assessments of housing need, and will report annually on progress against this target.
18. They will bring forward proposals as an integral part of the business plan by the summer on how they will do this. This will include proposals to deliver the immediate 40,000 homes needed over the period 2016-2021 and 200,000 homes over the longer period of Local Plans.
19. In addition to gain share funding as part of this, local authorities will bring forward within six months a non-statutory strategic infrastructure delivery plan which identifies infrastructure needed to support the increased funding of new homes, and proposals to fund this through devolved infrastructure funds, through national programmes and through local funding.
20. The Combined Authority will work with Government and its agencies to co-invest in new homes, unlock barriers to growth, and plan and prioritise investment in

associated infrastructure (including transport, schools and healthcare).

21. All planning authorities in Norfolk and Suffolk commit to have adopted or published Local Plans by 2017 which reflect overall assessments of housing need.
22. Government will ringfence £100 million of capital grant (out to 20/21) for Norfolk and Suffolk to deliver an ambitious target of new homes in line with national targets. This will primarily be to deliver Shared Ownership, but Norfolk and Suffolk will have flexibility over 15% of the funding to achieve the right tenure mix for the area. This 15% could include rental products as well as affordable homeownership. Norfolk and Suffolk will need to agree specific proposals for all of these funds with the Government to ensure value for money and sufficient housing outputs. Norfolk and Suffolk will be free to recycle receipts from any resulting sales to reinvest in new housing. The fund would be subject to a business case, targeted at areas with the most significant affordability challenges, and would be delivered in line with the single pot assurance framework guidance and via section 31 grant agreement.
23. Subject to the Housing and Planning Bill, local authorities in Norfolk and Suffolk will by agreement with the Secretary of State retain a proportion of the receipts from the sale of high value assets to fund additional homes. The proportion will be agreed with the Secretary of State for Communities and Local Government.
24. The Mayor will exercise strategic planning powers to support and accelerate these ambitions. These will include the power to:
 - a. Create a non-statutory spatial framework, which will act as the framework for planning across the Combined Authority area, and for the future development of Local Plans. The spatial framework will need to be approved by unanimous vote of the members appointed by constituent councils of the Norfolk and Suffolk mayoral Combined Authority. This approach must not delay the production of Local Plans.
 - b. Create non-statutory supplementary planning documents subject to the approval process above.
 - c. Be consulted on planning applications of strategic importance in the Combined Authority area.
 - d. Create Mayoral Development Corporations or similar delivery vehicles, with planning and land assembly powers, which will support delivery of strategic sites in the Combined Authority area. This power will be exercised with the consent of the cabinet member in which the development corporation is to be used.
25. To support delivery of these commitments the Combined Authority and Government agree to:
 - a. Establish a Joint Investment and Assets Board to review all land and property (including surplus property and land) held by the public sector (including central Government departments, Local Authorities, the NHS, HCA and MoD land), building on the success of the One Public Estate Programme and to work together to invest in our strategic infrastructure priorities. The Board will

include senior representatives from Government. Only assets which are agreed by local authorities and other members will be in scope for review.

- b. The Board will ensure there is a sufficient, balanced supply of readily available sites for commercial and residential development to meet the demands of a growing economy. It will create a Land Commission to develop a comprehensive database of available public and private sector land (prioritising large sites), identify barriers to its disposal/development, and develop solutions to address those barriers to help the Combined Authority meet its housing goals and to unlock more land for employment use.
 - c. Strong partnership to support key large housing sites (1,500 homes +) with brokerage at the local (through Homes and Communities Agency support) and central government level to help resolve barriers, with utility companies, or government agencies, which are holding up the development process. There will be continued discussions to secure longer term frameworks for funding of key sites, subject to the development of a business case, value for money and other funding criteria.
 - d. Work with local areas' ambitions for new housing settlements, including a new settlement in West Norfolk based on garden town principles. Subject to Parliament, the Government intends to strengthen legislation to make it easier to set up new town style vehicles.
 - e. Stronger partnership and strategic decision-making arrangements with the Homes and Communities Agency to ensure that the strategic housing objectives are delivered, and that centrally and locally managed investment is in strategic alignment.
 - f. Support the development of proposals for ambitious reforms in the way that planning services are delivered, and which can enable greater flexibility in the way that fees are set, with a particular focus on proposals which can streamline the process for applicants and accelerate decision making.
 - g. Government will work with the Combined Authority and LEP to support local regeneration by helping the Combined Authority to create a strong portfolio of investment opportunities.
26. Government will support the work of the Ipswich Vision partnership to deliver their ambitions to regenerate the town; supporting town centre redevelopment by improving the retail offer and introducing more leisure, commercial and residential provision and, as a significant economic lever, Government will consider the Combined Authority's development of a business case for the Ipswich Northern Relief Road in the context of any application made by the LEP to the Local Growth Fund. Government will explore opportunities around transport led regeneration in Ipswich and will support improvements to Ipswich's retail offer, diversification of the night time economy and improvements to the public realm by offering Ipswich the opportunity to undertake a Digital High Street pilot and identifying opportunities to fund public realm improvements, such as through the Coastal Communities Fund.

27. Greater Norwich is one of the fastest growing parts of the country and establishing itself as a leader in science, technology and manufacturing. The Combined Authority will work with Government and the Greater Norwich Growth Board to support the delivery of the Broadland, Norwich and South Norfolk Joint Core Strategy. Building on the Greater Norwich City Deal to fulfil the area's economic potential with particular focus on turning world class knowledge and ideas into world class jobs, building on existing opportunities such as: the Norwich Research Park, City Centre digital creative cluster, Norwich International Airport aviation cluster and proposed Food Hub.

THE CONNECTED ECONOMY- TRANSPORT AND DIGITAL

28. Norfolk and Suffolk recognise that to meet and exceed their ambitious targets for growth and wealth creation they need to connect people and places to enable them both physically and digitally, transform into a powerful connected region.
29. The Government commits to engaging with the Mayor and Combined Authority on a number of specific initiatives to improve the physical and digital connections within the area with the ambition of making Norfolk and Suffolk a truly connected region with two principle themes.
- a. Transport and the physical connections between communities, which is the key to unlocking sustainable growth
 - b. Digital infrastructure and the connected economy with the objective of becoming a truly digitally connected region of the UK.
30. A new, directly elected Mayor of the proposed Norfolk and Suffolk Combined Authority will:
- a. Take responsibility for a devolved and consolidated multi-year local transport budget for the area of the Combined Authority (i.e. the areas of the constituent councils). This will form part of the single pot to be controlled by the directly elected Mayor. Functions will be devolved to the proposed Combined Authority accordingly, to be exercised by the Mayor. The devolved budget will not form part of the Investment fund's gateway reviews.
 - b. Take responsibility for a new Key Route Network of local authority roads; the management and maintenance of which will be undertaken by the proposed Combined Authority on behalf of the Mayor. To support this all relevant local roads maintenance funding will be devolved as part of the Mayor's consolidated multi-year local transport budget. This will support the delivery of a single asset management plan, working towards shared procurement frameworks and operational delivery for road maintenance amongst all partners across the Key Route Network and local authority network in the Combined Authority area.
 - c. Have the ability to franchise bus services in the region, subject to necessary legislation and local consultation and agreement. This will be enabled through a specific Buses Bill which will provide for the necessary functions to be devolved. This will support the Combined Authority's ambitions in delivering a high

quality bus network and in enhancing the local bus offer, although the Combined Authority will also be exploring the use of an 'Enhanced Partnership' model for local bus services in the constituent local authorities subject to local consultation. This includes the delivery of smart and integrated ticketing, local branding and provision of minimum standards across the network.

31. In addition and as part of the deal:

- a. In order to meet the needs of local communities, the Combined Authority seeks to adopt an integrated approach to local buses, community based transport, the local network of car clubs and, in partnership with rail operators and Network Rail, rail services.
- b. The Combined Authority will build on existing smart ticketing knowledge and expertise developed locally through schemes including the Managed Service Smart Ticketing Pilot in Norfolk, funded by the Department for Transport and the Endeavour Card funded and delivered by Suffolk County Council to determine the best method for a smart and integrated ticketing system across its area.
- c. In establishing the Combined Authority, appropriate local transport functions will be conferred to the Combined Authority and exercised by the Mayor. In addition, a single policy and delivery body will be created covering the same area in order to determine, manage and deliver the Mayor's transport plans and the delivery of integrated public transport networks for the region.

32. Norfolk and Suffolk will work with local partners to consider how best to establish a Sub-national Transport Body (STB) to ensure that Norfolk and Suffolk and its neighbouring areas, notably Cambridgeshire, Peterborough, Lincolnshire, Northamptonshire, Rutland, Essex, Hertfordshire, Bedfordshire and the Cambridge-to-Oxford arc, can best work together to influence strategic national transport investment. This includes making the case for East-West Rail, in line with the STBs being progressed in other parts of the country, such as Transport for the North (TfN) and Midlands Connect. It could also accelerate and support local partners in making the case to reopen Soham Railway Station and for double tracking and for reinstating the loop known as the Newmarket Curve, in the context of a potential bid to the Local Growth Fund. The Government recognises that Ely North Junction area capacity improvements provide a key opportunity to open up East Anglia and deliver significant economic value and improve connectivity. Government will work with local stakeholders and Network Rail to deliver the required upgrade commencing work in Control Period 6 (2019-24).

33. The Government reaffirms commitment to help unlock the £4.5bn economic benefits and 50,000 new jobs from rail improvements, identified by the work of the Great Eastern Main Line Taskforce. This includes replacement rolling stock as part of the new East Anglia franchise and infrastructure upgrades. The Government will also continue to assist the West Anglia Main Line Task Force as it develops a business case for improving the rail corridor between Kings Lynn and London Kings Cross via Cambridge.

34. The Combined Authority recognises the significance of the dualling of the A47

including Acle Straight and the third river crossing for Great Yarmouth. Government has received a bid for development funding for the Great Yarmouth crossing scheme and will give full consideration to the bid and proposed timetable for delivery.

FLOOD DEFENCE AND COASTAL MANAGEMENT

35. Government recognises that Norfolk and Suffolk are subject to significant strategic and local flood risk. To manage and mitigate these risks the Combined Authority will work with Government and relevant bodies to create a fully integrated approach to flood and coastal risk management. This is required in order to secure timely decisions and funding that maximise our ability to reduce risk and to deliver additional economic growth. This will be achieved through:
- a. Alignment of investment plans in using resources to unlock new business development opportunities and attract additional funding including private contributions, whilst maintaining and, where possible, enhancing national and local commitments to protect people, property and land from flooding
 - b. Pre-emptive action to deliver solutions to reduce risk and increase resilience during severe weather events, preventing blight and increasing economic confidence
 - c. A consistent approach to assessing flood and coastal risk, benefits across schemes and maintenance plans to maximise economic and social impact
 - d. Simplification and alignment of funding mechanisms in order to make processes transparent, locally accountable, efficient and deliver targeted local investment needs
 - e. Integrating local understanding of needs and benefits into the flood and coastal erosion risk management economic assessment approach
36. Following the scoping report currently underway, the government will work with local partners in Bacton and Walcott, which will help protect local communities from coastal erosion. The Environment Agency will contribute £1.8m towards the cost of a project to better protect Bacton and Walcott, and will keep this further investment under review alongside other partners including the LEP. At the same time the EA will continue to work with the terminal operators and local partners to develop the scheme and help secure the additional contributions required.

LEARNING AND SKILLS

37. To ensure continued collaboration the Combined Authority will, with the Regional Schools Commissioner and other key local education stakeholders establish an Education Committee. The Regional Schools Commissioner will work with the committee to provide strategic direction on education across the Combined Authority area.
38. The Government commits to an Area Review of post-16 education and training,

currently expected to start in November 2016, excluding Great Yarmouth and Lowestoft where a Review has already been conducted during 2015. As part of the Area Based Reviews, the Combined Authority will gather data to feed into the development of a potential proposal for an Institute of Technology (IoT) for regionally significant sectors, and will discuss with Government the extent to which this meets the criteria which are being developed for IoTs nationally. The outcome of the Area Review will be taken forward in line with the principles of the devolved arrangements. The review will include all post-16 education and training provision in the initial scoping phase and school sixth forms will be included in the detailed review if the school decides to be involved in the process. Recommendations will be focused on General FE and Sixth Form Colleges, however the Regional School Commissioner and the relevant local authorities will consider any specific issues arising from the reviews for school sixth form provision.

39. Government recognises the progress the LEP, local colleges and providers and the private sector have made in improving skills provision across Norfolk and Suffolk. The New Anglia Employment and Skills Board will consider if further refinement of their local skills strategies will be required after the conclusion of the Area Reviews to ensure that post-16 providers are delivering the skills that local employers require. It is expected that the LEP Skills Board will continue to collaborate with colleges and providers, with appropriate support from the Education Funding Agency to work towards delivering this plan.
40. The Government will enable local commissioning of outcomes to be achieved from 19+ Adult Education Budget starting in academic year 17/18; and will fully devolve budgets to the Combined Authority from academic year 2018/19 (subject to readiness conditions). These arrangements will not cover apprenticeships.
41. The Combined Authority will focus a greater proportion of its devolved Adult Education Budget on learning that delivers sustained job outcomes, productivity and economic growth.
42. Devolution will proceed in two stages, across the next three academic years:
 - a. Starting now the Norfolk and Suffolk Combined Authority will begin to prepare for local commissioning. For the 2017/18 academic year, and following the area review, government will work with The Norfolk and Suffolk Combined Authority to vary the block grant allocations made to providers, within an agreed framework.
 - b. From 2018/19, there will be full devolution of funding. The Norfolk and Suffolk Combined Authority will be responsible for allocations to providers and the outcomes to be achieved, consistent with statutory entitlements. Government will not seek to second guess these decisions, but it will set proportionate requirements about outcome information to be collected in order to allow students to make informed choices. A funding formula for calculating the size of the grant to local/combined authorities will need to take into account a range of demographic, educational and labour market factors; it will also need to take account of costs of implementing devolution and continuing operational expenditure.

43. The readiness conditions for full devolution are that:
- a. Parliament has legislated to enable transfer to local authorities of the current statutory duties on the Secretary of State to secure appropriate facilities for further education for adults from this budget and for provision to be free in certain circumstances.
 - b. Completion of the Area Review process leading to a sustainable provider base.
 - c. After Area Reviews are completed, agreed arrangements are in place between central government and the Combined Authority to ensure that devolved funding decisions take account of the need to maintain a sustainable and financially viable 16+ provider base.
 - d. Clear principles and arrangements have been agreed between central government and the Combined Authority for sharing financial risk and managing failure of 16+ providers, reflecting the balance of devolved and national interest and protecting the taxpayer from unnecessary expenditure and liabilities.
 - e. Learner protection and minimum standards arrangements are in agreed.
 - f. Funding and provider management arrangements, including securing financial assurance, are agreed in a way that minimises costs and maximises consistency and transparency.
44. Government recognises that Norfolk and Suffolk have a wealth of higher education strengths such as the University of East Anglia, University Campus Suffolk and Norwich University of the Arts. This higher education offer has a vital role in enhancing the innovation and productivity of the area's economy. Local partners want to work with Government to build on this, including local investment in the institutions to develop their academic and research offer, such as, University Campus Suffolk which has obtained independent university status and will become the University of Suffolk in August 2016. Other proposals include plans in Ipswich by BT, Cambridge University and University Campus Suffolk focused on future developments in ICT and the Internet of Things.

APPRENTICESHIPS

45. Government recognises Norfolk and Suffolk's commitment to delivering more apprenticeships. The Norfolk and Suffolk Combined Authority will assume responsibility for the Apprenticeship Grant for Employers (AGE). The AGE funding must be used alongside mainstream apprenticeship participation funding to incentivise employers to offer apprenticeships, but The Norfolk and Suffolk Combined Authority is free to vary the criteria associated with the grant (e.g. size and sector of business) to meet local needs. The Skills Funding Agency will work with The Norfolk and Suffolk Combined Authority to identify an appropriate share.
46. The Norfolk and Suffolk Combined Authority and the government will collaborate to maximise the opportunities presented by the introduction of the apprenticeship

reforms, including the levy, and to work together on promoting the benefits of apprenticeships to employers in order to engage more small businesses in the apprenticeship programme. The Combined Authority will explore the potential of introducing an Apprenticeship Training Agency to the area, funded through local resources.

EMPLOYMENT

47. The Combined Authorities of Cambridgeshire and Peterborough and Norfolk and Suffolk will work together in jointly delivering the following commitments with Government, through a single Employment and Skills board covering both of the Combined Authorities.
48. The Combined Authorities will work with the Department for Work and Pensions (DWP) to establish a locally integrated employment service which joins together the elements of the employment system to achieve better outcomes. This includes:
49. The Combined Authorities commit to working with Government to ensure all young people are either earning or learning including supporting Jobcentre Plus in the delivery of the Youth Obligation from April 2017.
50. Government commits to ensuring all young people are either earning or learning and to exploring opportunities for links with local employment services to support this aim, including building in good practice from the present local MyGo service and other local provision. The Combined Authorities commits to supporting the Youth Obligation by utilising its strong local links to business to create work-related training and labour market opportunities for young people including encouraging the provision of apprenticeships and work placements in the local community. It will also work with Government to investigate the potential for social investment, in particular Social Impact Bonds, for disadvantaged young people not in education, employment or training who may not be in receipt of support from Jobcentre Plus.
51. The Combined Authorities will work with DWP to co-design the new National Work and Health Programme designed to focus on those with a health condition or disability and the very long term unemployed.
52. The respective roles of DWP and the Combined Authorities in the co-design will include:
 - a. DWP sets the funding envelope, the Combined Authorities can top up if they wish to, but are not required to.
 - b. The Combined Authorities will set out how they will join up local public services in order to improve outcomes for this group, particularly how they will work with the Clinical Commissioning Groups/third sector to enable timely health-based support. There will be a particular focus on ensuring the integration of the new programme with local services, in order to ensure that national and local provision works well together, and opportunities for greater integration are identified and levered.

- c. DWP set the high-level performance framework and will ensure the support appropriately reflects labour market issues. The primary outcomes will be to reduce unemployment and move people into sustained employment. The Combined Authorities will have some flexibility to determine specific local outcomes that reflect local labour market priorities, these outcomes should be complementary to the ultimate employment outcome. In determining the local outcome(s) the Combined Authorities should work with DWP to take account of the labour market evidence base and articulate how the additional outcome(s) will fit within the wider strategic and economic context and deliver value for money.
 - d. Before delivery commences, DWP and the Combined Authorities will set out an agreement covering the respective roles of each party in the delivery and monitoring of the support, including a mechanism by which each party can raise and resolve any concern that arise.
 - e. DWP to facilitate protocols for data sharing and transparency by tackling some of the obstacles and developing solutions to enable the Combined Authorities to develop a strategic needs assessment for the area.
53. The Combined Authorities will co-commission the Work and Health programme with DWP. The respective roles of DWP and the Combined Authorities will include:
- a. DWP sets the contracting arrangements, including contract package areas, but should consider any proposals from the Combined Authorities on contract package area geography.
 - b. The Combined Authorities will be involved in tender evaluation.
 - c. Providers will be solely accountable to DWP, but DWP and the Combined Authorities' above-mentioned agreement will include a mechanism by which the Combined Authorities can escalate to DWP any concerns about provider performance/breaching local agreements and require DWP to take formal contract action where appropriate.

Further activity to Improve Life Chances

- 54. The Combined Authorities will set out how they will join up local public services across health, skills and employment in order to improve outcomes, particularly how they will work with local Clinical Commissioning Groups/third sector organisations and NHS England / the Health and Work Unit nationally to enable timely health-based support.
- 55. DWP will work with the Combined Authorities and other partners to put in place workable data sharing arrangements which enable the integration of services and reduce duplication in order to support more people into work.

Career and pay progression

56. The Government will work with the Combined Authorities to ensure that local priorities are fed into the provision of career advice, through direct involvement and collaboration with the government in the design of local careers and enterprise provision for all ages, including continued collaboration with the Careers and Enterprise Company and the National Careers Service.
57. The Combined Authorities will develop a business case for an innovative pilot to support career and pay progression for those claiming Universal Credit. The business case will set out the evidence to support the proposed pilot, cost and benefits and robust evaluation plans to enable the proposal to be taken forward, subject to Ministerial approval and an agreed investment plan.

BUSINESS SUPPORT

58. Government will participate in and support the work of Norfolk and Suffolk's Productivity Commission as a National Pilot Project to improve the productivity of the local economy by:
- a. Examining the productivity challenges facing local key sectors and the definition of productivity in each sector
 - b. Examining best practice locally, nationally and globally, at tackling these challenges
 - c. Building on the government's 10-point plan for rural productivity
 - d. Assessing how central and local policies are assisting with the productivity challenges and how they can be made to work better
 - e. Developing a Productivity Plan bringing together best practice and policy recommendations
 - f. Overseeing implementation of the plan and evaluate its impact
 - g. Making available findings and actions for roll-out in other parts of the country
59. Norfolk and Suffolk's Productivity Commission will be chaired by a senior business figure, co-ordinated by the LEP, funded by local partners and able to capitalise on business-led sector group structures established by the LEP.
60. Local partners will successfully deliver the New Anglia Enterprise Zones and the extension to the Great Yarmouth and Lowestoft Enterprise Zone as announced on 25 November following the 2015 application round. DCLG will agree with the LEP memoranda of understanding about the high level management and delivery of both the new EZs and the extension. Government commits to supporting local partners in promoting and supporting the delivery of the Enterprise Zones as well as considering any further proposals subject to future funding rounds.

61. The LEP will continue to deliver strong Growth Hubs, providing business support tailored to meet local needs across Norfolk and Suffolk. Government will provide funding to help embed the Growth Hubs in 2016/17 and 2017/18.
62. The Combined Authority, Local Authorities and LEP commit to greater alignment of economic development resources to maximise impact of support for businesses and ensure the most efficient and effective use of public funding. This will include agreeing joint objectives to support the delivery of the Strategic Economic Plans and local plans and explore the pooling of staffing and resources.
63. Government recognises the work of the New Anglia Oil and Gas Task Force, established to support the businesses and employees who are being affected by the recent downturn in the oil and gas sector. The New Anglia Task Force will provide intelligence on the state of the local sector to Government's Inter Ministerial Group, to help shape national policy to support for the sector. Government will engage with the Task Force to ensure that UK Oil and Gas workforce plan which is currently under development aligns with and enhances measures being taken locally.
64. New Anglia LEP and the Combined Authority commit to working with UKTI, strengthen joint working to increase inward investment and exporting. Local partners will invest in a concerted campaign to help more businesses, particularly smaller companies, export.
65. New Anglia LEP, the Growth Hubs and Local Authorities will work with Government to develop a strategic approach to regulatory delivery, building on the Better Business for All national programme which will remove regulatory barriers to growth for businesses.
66. Government supports the vision for innovation set out by Norfolk and Suffolk and recognises the importance of the delivery of this vision for the region's future economic growth. The government will offer Norfolk and Suffolk expert advice and support through the Smart Specialisation Advisory Hub, and associated workshops, to support activities part-funded by the European Regional Development Fund. Government also recognises Norwich's growing capability in the area of food and health research, as evidenced by the announcement of the Quadram Institute in Budget 2016, and would be interested in the area's views on how Norfolk and Suffolk can capitalise on this strength.

HEALTH AND SOCIAL CARE

67. Norfolk and Suffolk face significant demographic challenges that are putting pressure on resources now and in future years. For example, the population of the area contains more residents over the age of 75 than the average for England and this group is expected to continue to grow significantly.
68. Local progress has already been made towards greater integration of health and social care in Norfolk and Suffolk where they have developed local integrated services that support and improve the delivery of health and social care for people

in their areas.

69. There is appetite to build on these foundations and make further progress on health and social care integration in order to deliver the Spending Review commitment to integrate health and social care by 2020, and to make the most efficient and effective use of public resources to meet the demographic challenges that lie ahead. Integrating such complex services will require re-shaping the whole system, which can only be achieved through careful planning, a shared vision and strong co-operation between local partners. This Devolution Deal signals a commitment to take forward the goal of improving local services and building resilience for future generations.
70. To deliver this shared vision, partnerships between local authorities, clinical commissioning groups, service providers and other local partners will need to be strengthened significantly. Therefore, these parties will work together, with support from Government, NHS England and other national partners as appropriate, to support each of the counties through their Sustainability and Transformation Planning process to set out plans for moving progressively towards integration of health and social care, bringing together local health and social care resources to improve outcomes for residents and reduce pressure on Accident and Emergency and avoidable hospital admissions.
71. NHS England and local organisations will remain accountable for meeting the full range of their statutory duties.

PUBLIC SERVICE REFORM

72. The Government and the Combined Authority will work with relevant central and local statutory and non-statutory sector partners to explore innovative and integrated approaches to redesigning sustainable public services across Norfolk and Suffolk with a focus on prevention and early help.

THE NORFOLK AND SUFFOLK COMBINED AUTHORITY COMMITMENTS

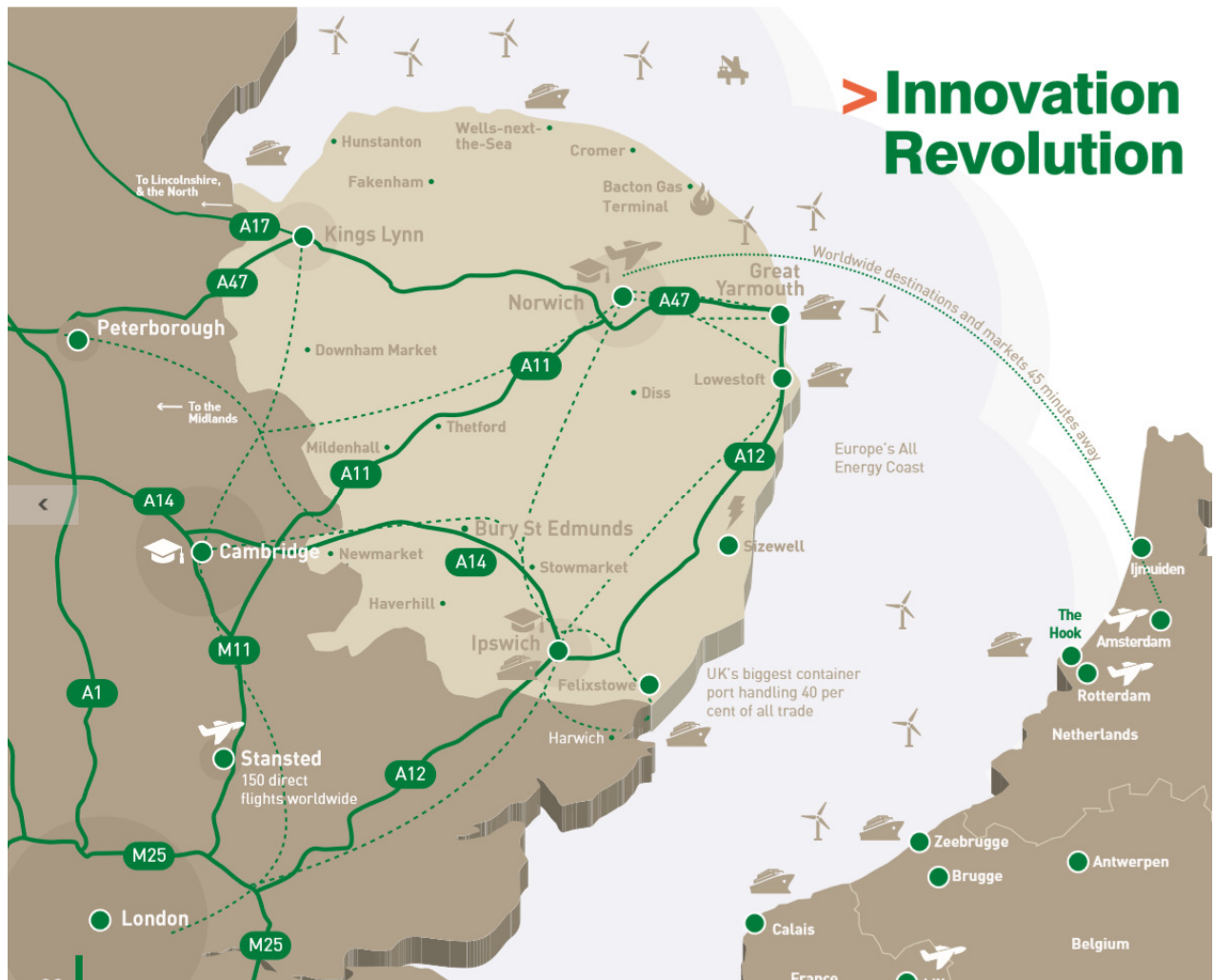
73. The Combined Authority is accountable to local people for the successful implementation of the Devolution Deal; consequently, HM Government expects the Combined Authority to monitor and evaluate their Deal in order to demonstrate and report on progress. The Cities and Local Growth Unit will work with the shadow / proposed Combined Authority to agree a locally resourced monitoring and evaluation framework that meets local needs and helps to support future learning. This framework must be approved to the DCLG Accounting Officer prior to delivery.
74. The Combined Authority will be required to evaluate the additional £25 million per annum of funding for 30 years, which will form part of and capitalise the Combined Authority single pot. The £25 million per annum fund will be subject to:
- a. Gateway assessments for the £25 million per annum scheme, including the supplementary £30 million in the first five year period, ring fenced for (and split equally between) Norwich City and Ipswich Borough.. The Combined Authority and Government will jointly commission an independent assessment of the economic

benefits and economic impact of the investments made under the scheme, including whether the projects have been delivered on time and to budget. This assessment will be funded by the Combined Authority, but agreed at the outset with Government, and will take place every five years. Subsequent five year tranches of funding will be unlocked if Government is satisfied that independent assessments demonstrate that the investments have met the objectives and contributed to national growth;

- b. The gateway assessment should be consistent with the HM Treasury Green Book, which sets out the framework for evaluation of all policies and programmes, and where relevant with the more detailed transport cost-benefit analysis guidance issued by the Department for Transport (DfT). The assessment should also take into account the latest developments in economic evaluation methodology; and
- c. The government would expect the assessment to show the activity funded through the scheme represents better value for money than comparable projects, defined in terms of a Benefit to Cost ratio.

- 75. The Combined Authority will write a single local assurance framework for the Single Pot, based on guidance produced by DCLG, to outline decision-making processes to allocate funding, and project appraisal. This local assurance framework will be signed off by the Government.
- 76. The constituent local authorities of the proposed Combined Authority, and the Combined Authority when formed, will work with government to develop a full implementation plan, covering each policy agreed in this Deal, to be completed ahead of implementation. This plan will include the timing and proposed approach for monitoring and evaluation of each policy which will take into account the latest developments in economic evaluation methodology and help supports future learning. This implementation plan must be approved by the DCLG Accounting Officer prior to delivery.
- 77. The Combined Authority and government will agree a process to manage local financial risk relevant to these proposals and will jointly develop written agreements on every devolved power or fund to agree accountability between local and national bodies on the basis of the principles set out in this document.
- 78. The Combined Authority will continue to set out their proposals to HM Government for how local resources and funding will be pooled across the region.
- 79. The Combined Authority will agree overall borrowing and capitalisation limits with the Government and have formal agreement to engage on forecasting. The Combined Authority will also provide information, explanation and assistance to the Office for Budget Responsibility where such information would assist in meeting their duty to produce economic and fiscal forecasts for the UK economy.
- 80. The Combined Authority will continue to progress programmes of transformation amongst authorities to streamline back office functions and share more services and data, including on assets and property.

81. The Combined Authority will continue to adhere to its duties under section 149 Equality Act 2010 for both existing and newly devolved responsibilities.
82. The government will support the constituent members of the proposed Combined Authority by leveraging existing monitoring and evaluation frameworks and, where applicable, by providing assistance to ensure consistency and coordination of metrics and methodologies with other areas receiving a devolution agreement. As part of this commitment, government will work with the constituent members of the proposed Combined Authority to explore options for the coordinated application of high quality impact evaluation methods in relation to certain policies, which may include: i) local commissioning of 19+ skills; and ii) employment support.



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Executive Summary

In accordance with the statutory framework, the purpose of this Governance Review has been to:

- review the exercise of statutory functions in relation to the review area with a view to deciding whether to prepare and publish a scheme under section 108 of the Local Government, Economic Development and Construction Act 2009 and section 6 of the Cities and Local Government Devolution Act 2016
- consider the options available for making changes to existing governance structures and arrangements with a view to improving the exercise of statutory functions
- determine which option is likely to be most beneficial to the area of Norfolk and Suffolk as well as strengthening the overall governance arrangements and delivery of statutory functions

In doing so, the Review has also taken into account the following local priorities:

- The most effective way to deliver economic growth and public service reform through functions such as: transport, infrastructure, spatial planning
- What constitutes functional economic market areas
- Accountability
- Enabling effective joint working between existing statutory and non-statutory bodies
- The principle that decisions should be taken closest to the level where they will have most impact (subsidiarity)

The review has operated on the principle that devolution is not about taking away powers from constituent councils, but about drawing down powers from central government or government agencies. Norfolk and Suffolk recognise and have agreed to the double devolution of powers to local areas working with the Mayor and Combined Authority to take responsibility and accountability for delivery in their own areas to align with the regional strategic ambition. This will ensure that local need is reflected in the delivery of the strategic decisions.

The Governance Review has found that Norfolk and Suffolk function as an integrated economic area. There is significant connectivity across Councils in the area as well as strong relationships with neighbouring areas, particularly Cambridgeshire. Strong collaboration is not only a feature of local government but also evident in the NHS's Sustainability and Transformation Plans. Key economic sectors within and beyond the area have encouraged successful economic join up between the two Local Enterprise Partnerships.

There is a shared ambition across Norfolk and Suffolk to drive growth which is already being demonstrated through successful joint working on: the Growth Deals, City Deals and Enterprise Zones. However, the case for change is compelling:

- Existing arrangements are fragmented and not fit for driving forward Norfolk and Suffolk's shared ambition to: generate growth, fulfil its global economic potential, integrate public services and deliver the best for local people
- Norfolk and Suffolk's commitment to unlocking growth and housing and invest in infrastructure needs greater devolved powers and funding, which requires formal robust and accountable joint decision making

- Robust strategic governance is needed to drive public service reform, deliver more integrated services and re-set the relationship between central and local government paving the way for future devolution deals
- Creating a single strategic voice and champion for Norfolk and Suffolk would enable strategic join up supported by appropriate local delivery

The review highlights that Norfolk and Suffolk is a functional economic area based on key sectors; commuting patterns; housing migration and industry. It highlights the area's significance in connecting the east to key economic hubs in the UK through vital growth corridors. However, it is also clear that there are flows across that boundary (particularly to Cambridgeshire and Essex) and economic clusters within it.

The conclusion of this Governance Review is to recommend that the functional economic area of Norfolk and Suffolk will be best served by the establishment of a Mayoral Combined Authority.

Combining strategic strength and coherence with connections to local functional economies, this model will improve the exercise of statutory functions but more importantly provide robust but flexible integrated and locally accountable decision making.

This model of governance also provides a mechanism for the transfer of significant resources and powers from central government to the region including for infrastructure, housing, economic development, and employment and skills. This will positively impact on the lives of residents by helping create more jobs, improving the skills and employment prospects of residents and boosting productivity across Norfolk and Suffolk

DRAFT GOVERNANCE REVIEW for NORFOLK and SUFFOLK

1. Introduction

1.1 Local Context:

1. Norfolk and Suffolk share a unique geography and a mix of urban, rural and coastal communities – close to but very distinct from London with a firm focus beyond our borders both within the UK and internationally, with our Europe facing world class energy coastline and the UK's largest container port.
2. With a population of around 1.6 million, Norfolk and Suffolk represent a £32 billion economy and one of the fastest growing areas of the UK. We also have the potential to grow our economy faster, with strengths in key sectors such as: agri-tech, food and health, energy and the digital economy. Our strengths are diverse and powerful including:
 - National hubs for key business sectors that need to be nurtured to become magnets for global inward investment such as:
 - An all-energy coast at the centre of the world's largest market for offshore wind that is worth about £994 million per annum
 - Globally-leading research in life sciences worth £1.3 billion across Norfolk and Suffolk
 - agri-tech – a fast growing sector with huge commercial potential worth £2.2 billion GVA per annum almost 10% of Norfolk-Suffolk GVA
 - Pioneering technical innovations in ICT research and development worth £1.3 billion with 1,400 companies employing around 10,300 people
 - Felixstowe - the UK's busiest container port
 - A fast-growing creative digital sector, recently recognised by Tech City UK
 - Market-leading food and drink producers
 - Our first-class cultural heritage mean tourism is worth £4.6bn annually across Norfolk and Suffolk
 - the A11 corridor from Norwich to Cambridge – a world class destination for advanced manufacturing with already more than 100 automotive engineering and related advanced manufacturing companies in growing clusters
 - the quality of place to attract significant inward investment
 - City Deals for Norwich and Ipswich that are pioneering successful approaches to increase productivity, reduce welfare dependency and deliver the Government's 'Youth Pledge' to support young people into employment such as Norwich for Jobs and MyGo in Ipswich
 - The Great Yarmouth and Lowestoft and 'Space to Innovate' Enterprise Zones across Norfolk and Suffolk
 - An innovative, collaborative and mature public sector that is willing to be bold in transforming public services
 - A wealth of local assets including our communities themselves and partners beyond the public sector such as, business and the VCS
3. We are determined to exploit our strengths to increase our contribution to UK growth and establish our position as a global leader in the 3rd industrial revolution with a unique contribution to:
 - feed the world's population through our expertise and cutting edge agri-tech sector;

- help the world connect, building on our established leadership of and track record in research and innovation in technology; and
 - ensure sustainable global energy supply through the exploitation of our natural assets and a leadership role in the country's energy future.
4. Connectivity is critical to delivering this ambition. There is clear recognition that there are significant areas of mutual strategic interest across Norfolk/Suffolk, East Anglia and beyond but also that delivery should be at the appropriate local geographies, based on functional economic areas. That is how we will deliver our ambition; increase productivity and economic growth; build more housing to meet local needs and deliver the infrastructure needed to improve connectivity.
 5. Our shared assets and distinct geography mean that we are uniquely placed as a non-metropolitan, eastern area to offer a devolution proposal that will unlock productivity and provide a model of devolved arrangements for other non-metropolitan areas.
 6. Consequently, all councils across Norfolk and Suffolk have agreed to conduct a review of governance arrangements to test whether alternative arrangements would be more suited to delivering their ambition, drive economic growth and public service reform and improve outcomes for local people.

1.2 Governance Review purpose and process:

7. Councils across Norfolk and Suffolk have agreed to conduct a Governance Review in order to improve delivery of the shared ambition for driving economic growth and public service reform in a way that most benefits local people. This Governance Review is therefore, the evidence base for the draft Scheme of Governance that will be considered by councils at the end of June, along with proposals for devolution.
8. The Governance Review will:
 - review the exercise of statutory functions in relation to the review area with a view to deciding whether to prepare and publish a scheme under section 108 of the Local Government, Economic Development and Construction Act 2009 and section 6 of the Cities and Local Government Devolution Act 2016
 - consider the options available for making changes to existing governance structures and arrangements with a view to improving the exercise of statutory functions
 - determine which option is likely to be most beneficial to the Norfolk/Suffolk area and strengthen the overall governance arrangements and exercise of statutory functions.

In addition, to reflect local priorities it will also take into account:

- The most effective way to deliver economic growth and public service reform through functions such as: transport, infrastructure, spatial planning
 - What constitutes functional economic market areas
 - Accountability
 - Enabling effective joint working between existing statutory and non-statutory bodies
 - The principle that decisions should be taken closest to the level where they will have most impact (subsidiarity)
9. The Governance Review presented in this report forms part of a statutory process outlined below that is required to establish a Combined Authority. It therefore, considers the following alternative models of governance:
 1. Status quo
 2. Establish an Economic Prosperity Board
 3. Establish a Combined Authority
 4. Establish a Mayoral Combined Authority

10. In considering these governance models, the evidence will also be used to recommend the most logical geography in order to determine whether it would meet the statutory test and “improve the exercise of statutory functions in the area”. The following diagram outlines the process:

Outline Process for Establishing a Combined Authority or Economic Prosperity Board



11. This Governance Review has been commissioned by and will be considered at all councils across Norfolk and Suffolk which are:

Babergh District Council
Forest Heath District Council
King’s Lynn and West Norfolk Borough Council
North Norfolk District Council
St Edmundsbury Borough Council
Waveney District Council

Breckland District Council
Great Yarmouth Borough Council
Mid Suffolk District Council
Norwich City Council
Suffolk Coastal District Council

Broadland District Council
Ipswich Borough Council
Norfolk County Council
South Norfolk District Council
Suffolk County Council

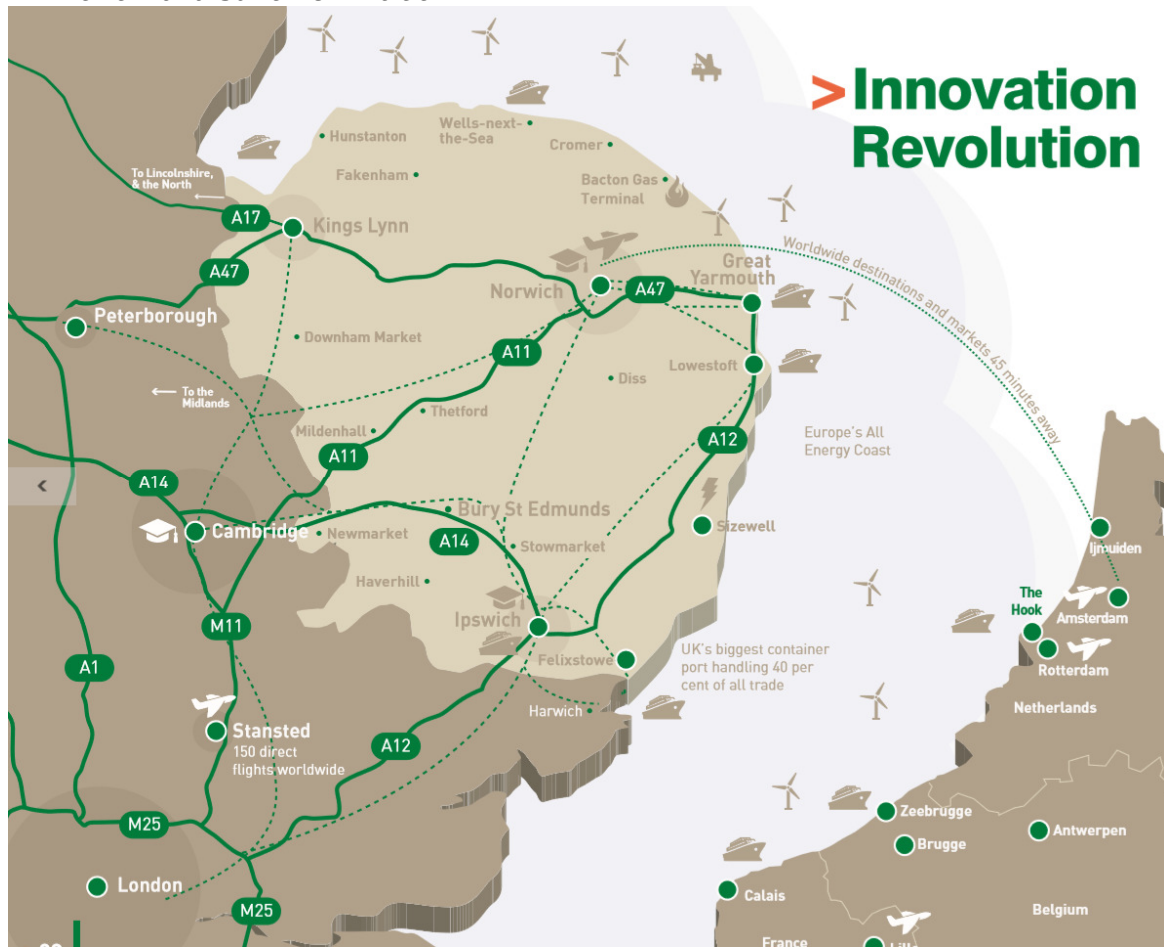
1.3 Legal Context:

12. This report presents the findings of the governance review conducted in accordance with section 108 of the Local Government, Economic Development and Construction Act 2009 and section 6 of the Cities and Local Government Devolution Act 2016.
13. The Localism Act 2011 contains powers for the Secretary of State to transfer certain powers between authorities (including Combined Authorities) and also to transfer ministerial functions to such authorities. Property, assets and liabilities relating to those functions can also be transferred. Notably, transfers and delegations of additional functions under this legislation can be made at any time and independently from the procedure to create Economic Prosperity Boards (EPBs) or Combined Authorities.
14. As a consequence, the Secretary of State must consider whether governance arrangements would: “**improve the exercise of statutory functions in the area**” before concluding on the preferred governance proposal. The Cities and Local Government Devolution Act 2016 amends section 105 of the 2009 Act so that a Combined Authority’s constitution and functions may include: “*local authority functions generally*”¹ as opposed to the previous focus of economic development and regeneration.

¹ Section 6 (2) Cities and Local Government Devolution Act 2016

2. Norfolk and Suffolk: Opportunities and Challenges – the Case for Change

2.1 Norfolk and Suffolk's Ambition:



15. Norfolk and Suffolk share a unique geography – close to but very distinct from London with a firm focus beyond our borders both within the UK - to Cambridgeshire and Lincolnshire westwards; Essex to our south and internationally, with our Europe facing world class energy coastline and the UK's largest container port. We have a mix of urban, rural and coastal communities, which means a diversity of opportunities and challenges that emphasise the need to tailor to local circumstances – a demographic best suited to devolved arrangements.
16. We have economic scale and clout on a similar scale to City Regions such as Liverpool and Sheffield, with a much faster growing population. We also have the potential to grow our economy faster, with strengths in key sectors such as: agri-tech, food and health, energy and the digital economy.
17. Connectivity is vital to making Norfolk and Suffolk and, more widely, East Anglia the UK's truly Connected Region. To achieve this we need a step change in infrastructure delivery with an integrated approach to planning of road, rail and digital connectivity alongside land for new housing and business.
18. In addition, linking research-based growth in the largest towns with our rural villages through improvements to road & rail infrastructure and using smart ticketing will make it easier for residents to participate fully in the economy across transport modes. We are also working with the Universities and Further Education providers across the area to

drive a programme of co-ordinated Skills and Educational improvement and deliver the Knowledge Based Economy.

19. To maximise its potential, Norfolk and Suffolk need to be better connected. Both as part of East Anglia (with Cambridgeshire and Peterborough) and more widely, it is important to work closely on areas of strategic scale and mutual interest such as transport, infrastructure and skills as there are a number of challenges that we need to improve:
- **Better connectivity:** improving transport and accessibility but also digitally through better and faster broadband and mobile coverage
 - **Improving skills and employability:** so that employers are able to recruit to skilled jobs but also, that local people are helped to fulfil their potential
 - **Improving infrastructure:** to unblock development of housing and employment sites and improve connectivity to secure improved economic growth
 - **Housing:** Providing the right amount and mix of new homes that meet the needs of the whole population
 - **Public Service reform:** taking a place-based approach to public services to create sustainable 21st century public services that offer the best possible outcomes for local people. This is particularly significant given the ageing population and need to prevent and manage down demand for public services.
20. These challenges are compounded by the complex set of governance arrangements that currently exist. For local government alone there are: 14 district/borough/city councils and 2 county councils. In addition the area is served by partnerships; 7 Clinical Commissioning Groups; 2 constabularies and 2 Police and Crime Commissioners and 2 Local Enterprise Partnerships.

2.2 Norfolk and Suffolk's Economy:

21. Norfolk and Suffolk is a diverse and dynamic area including urban, rural and coastal communities with a globally significant economic offer. It connects the Northern Powerhouse, Midlands Engine and England's heartland to: the UK's largest container port in Felixstowe; Europe's largest single site hub of research, training, education and enterprise in health, food and environmental sciences at Norwich Research Park, BT's global research hub at Adastral Park and the all energy coast including development of the world's largest off-shore wind farm and Sizewell nuclear power plant. These world class sites are connected by key growth corridors such as the M11, A11, A47 and A14.
22. Growth sectors account for 37% of total employment in Norfolk and Suffolk combined and 36% of the area's business base. This equates to over 236,916 jobs and 19,988 businesses in growth sectors. There are five high impact sectors across Norfolk and Suffolk that offer the opportunity for rapid growth in absolute terms and productivity. These are sectors in which we already have national or international leadership, link with the Government's Industrial Strategy and would benefit from focused support:
- Advanced Manufacturing and Engineering - employing over 24,500 people in more than 1,000 businesses and is worth £1.5 billion pa in GVA to the New Anglia economy. We have several clusters, including automotive, civil and military aviation and pharmaceuticals
 - Agri-tech (using technology to add value to the agriculture, food and drink sector) - Whereas the UK economy only grew by 4% in GVA terms between 2007 and 2010, food processing grew by 13% and agriculture by 25%
 - Energy - employing around 7,700 people directly in New Anglia, and thousands more indirectly, and is worth about £994 million pa with a GVA per job of £129, 000. We

have a long standing North Sea oil and gas industry offshore wind; nuclear and several biomass plants providing one of the most complete energy offers in the UK

- ICT/Digital Culture - worth £1.3 billion, with over 1,400 companies employing 10,300 people and GVA of £131,000 per head pa. BT's global research centre based at Adastral Park, has a cluster of other businesses around it, as do our universities – including digital cultural expertise at Norwich University of the Arts.
- Life Sciences - worth £132 million pa and employs over 3,000 people in 200 businesses, with GVA of £122k per head. We have a world class research cluster at Norwich Research Park, with other research and business activity across the area covering everything from humans to horses, fish and plants.

There are also four underpinning sectors which are the largest employers in our economy and which we will continue to support in order to improve their productivity and competitiveness:

- Agriculture and food and drink production employs over 10% of the workforce generating £2.2bn pa GVA.
- Financial and insurance services - contributing £3.1 billion GVA or 13.4% of New Anglia's total and employs almost 21,000 people (3.2% of employment). As well as regional businesses, Norwich and Ipswich host a concentration of national and international insurance companies.
- Ports and logistics - worth £1.3 billion to New Anglia and employs over 23,500 people. The Port of Felixstowe handles 40% of the country's container traffic and its continued expansion needs good transport links. Ipswich is the country's largest port for grain export; Great Yarmouth and Lowestoft and smaller ports serve the North Sea energy sector.
- Tourism and culture - employing about 74,000 people and worth £1.3 billion in GVA to New Anglia.

23. Central to the model of connected growth there are a number of core initiatives for Norfolk and Suffolk:

- A step change in infrastructure delivery with an integrated approach to planning of roads, rail and digital connectivity alongside land for new housing and business;
- the double devolution of powers to local areas working with the Mayor and the Combined Authority to take responsibility and accountability for delivery in their own areas to align with the regional strategic ambition;
- Making Norfolk and Suffolk a truly connected area in respect of communications and transport connections, linking research-based growth in the major towns with even the most rural villages;
- Devising new models of private/public infrastructure and housing funding to fund strategic capital infrastructure; and,
- Working with Universities and Further Education providers in the region to drive a programme of co-ordinated skills and educational improvement to deliver the knowledge based economy.

3. Economic Analysis and Review

3.1 Analysis

24. Given the scale of the geography and ambition shared between Norfolk and Suffolk, it is important to consider where natural geographies exist and, from the evidence, how to define where there are functional economic market areas. Independent analysis was commissioned to help build this evidence base and more detail is contained in appendix A.
25. Three key markets were considered in order to help identify functional economic geographies:
- a. What is the functional labour market?
Travel to work areas² and commuting flow are used as a proxy.
 - b. What is the housing market?
Migration patterns are used as a proxy for the housing market
 - c. What are the industrial clusters?
Location quotients are used to understand areas of economic specialisation.³
26. In addition to analysing travel to work areas (see appendix A), commuting flows for five local authority areas have also been analysed (based around larger towns and cities). They help highlight how the multiple local labour markets work. By considering the self-containment levels and the functional labour market together, it is possible to identify where clustering is already in evidence and where greater policy alignment has the potential to be most effective in driving economic growth.
27. Understanding the scope of the functional labour markets enables policy makers to consider how to improve connectivity and integrated transport, as well as the effective alignment of skills training with economic demand and growth areas.
28. Norfolk and Suffolk compares well to existing Combined Authorities as a contained travel to work area. The analysis reveals a number of distinct functional labour market areas. This suggests that Norfolk and Suffolk is a functional labour market supported by more local economic clusters. Recognising that Travel to Work areas do not precisely match local authority boundaries, identifying Travel to Work Areas, Commuting Patterns and Location Quotients is useful in identifying where to form clusters that reflect the reality of how the majority of residents and businesses lead their lives. Local authorities of Norfolk and Suffolk recognise this and have agreed to the double devolution of powers to local areas enabling alignment with strategic ambition and local responsibility and accountability for delivery.
29. Similar analysis to that undertaken for Travel to Work Areas was mirrored for patterns of internal migration between areas. This examined the volume of individuals that moved home between areas in the year preceding the 2011 Census.
30. The housing and labour markets demonstrate that markets aren't constrained by local authority boundaries – with people commuting from, into or out of Norfolk and Suffolk to further afield for work. The housing market shows people moving into and away from

² The Office for National Statistics defines a travel-to-work area as one where 75% of the resident workforce actually works in the area, and at least 75% of the people who work in the area also live in it. This is known as the self-containment percentage

³ Industrial specialisation was examined using Location Quotients which provide a local measure of geographical concentration of industries. A location quotient of >1 shows a degree of specialisation. A location quotient of 2 suggests there is twice the amount of employees in a sector than we would expect from a GB average.

the area. Once again this highlights the importance of clustering within the Norfolk/Suffolk strategic geography as well as working across boundaries with neighbours especially Cambridgeshire and Essex.

31. Industrial specialisation was examined using Location Quotients which provide a local measure of geographical concentration of industries. A location quotient of >1 shows a degree of specialisation. A location quotient of 2 suggests there is twice the amount of employees in a sector than we would expect from a GB average. There is evidence of clusters – and there are likely to be supply chain connections.

3.2 Key Findings:

32. Functional labour markets are where the majority of people live and work in the same area - they do not sit neatly on local authority area. However, there are clusters around key towns within Norfolk and Suffolk. Therefore, the economic geography of Norfolk and Suffolk is multi-centred. This looks like a fluid, flexible and very connected labour market, which is a strength and highlights that markets don't stop at local authority borders (particularly those with Cambridgeshire and Essex). These multi-centred clusters define the Norfolk/Suffolk economy.
33. Connections are important to the Norfolk/Suffolk economy with strong connections between east and west as well as north/south. Boundaries exist; however, data demonstrates flows across them. In the three market areas explored these flows exist not only within Norfolk/Suffolk but beyond that geography and include Growth Corridors between Cambridge, Stansted and London.

3.3 Conclusion:

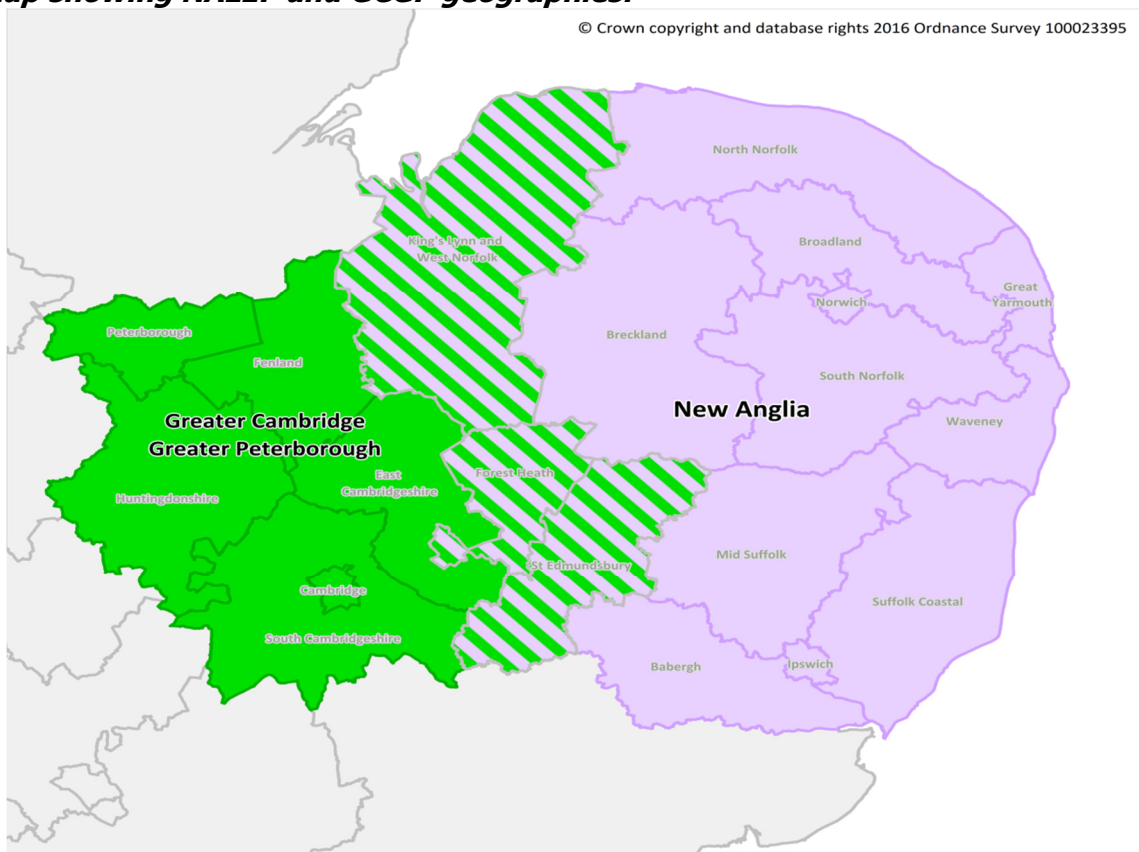
34. In comparison to existing Combined Authorities Norfolk and Suffolk compares favourably as a self-contained Area (at 84% self-containment).
35. Economic geography should inform and be consistent with the decision making processes put in place. Governance will need to be pragmatic and sufficiently flexible to enable the strategic connections across boundaries to be made and maximise opportunities to improve infrastructure, transport and skills in driving economic growth as well as enabling joined up local delivery through clusters and double devolution.
36. The totality of data measuring: labour market, housing market and industrial specialisation, highlights that within Norfolk and Suffolk there are multiple functioning economic areas, which are also supported by significant growth corridors that connect across East Anglia and beyond to the heart of England, the Midland Engine, London and the Northern Powerhouse.
37. Therefore, the evidence suggests that a Combined Authority for Norfolk and Suffolk would be based on multi-centric, functional economic market areas and benefit from joint working with neighbouring counties to ensure connectivity across a wider economic area particularly on areas of strategic scale (such as transport, infrastructure, planning and skills).

4. Current Governance

4.1 Current Governance for Economic Growth:

38. Norfolk and Suffolk is covered by two local enterprise partnerships (LEPs). New Anglia LEP (NALEP) represents one of the fastest growing regions in the country, with 1.6 million people, around 55,000 businesses and economy of £27.5 billion. Greater Cambridge, Greater Peterborough LEP (GCGP LEP) covers areas in the west of Norfolk and Suffolk and has a population of 1.3 million people (estimated to grow to 1.5 million by 2031). The GCGP LEP area has around 60,000 enterprises and generates £30 billion per annum.
39. The LEPs are business-led collaborations between the private, public and education sectors, with the intention to drive economic growth. Both LEPs have successfully secured City Deals (for Cambridge, Norwich and Ipswich) as well as a number of Enterprise Zones and Growth Deal investment. The two LEPs collaborate on a range of projects such as the Eastern Agri-tech programme, Venturefest East and have a joined up approach to investment in their shared area. Mindful of the connectivity across the wider East Anglia geography, the LEPs have a history of working beyond their boundaries in the interests of driving growth.

Map showing NALEP and GCGP geographies:



4.2 Current Governance for Public Services

40. Within Norfolk and Suffolk local authority leaders regularly meet to discuss issues of mutual and strategic interest. These are informal but provide an important forum for Leaders to work together as well as to work with other public sector leaders (for example, Clinical Commissioning Group Chief Officers/Chairman, Police and Crime Commissioners and Chief Constables).
41. In addition Norfolk and Suffolk each have a countywide Health and Wellbeing Board. These are statutory bodies with the duty to encourage integrated working to improve

the health and wellbeing of their local populations. One of the main priorities for integrated health and care working is the development of Sustainability and Transformation Plans (STPs). These are on slightly different 'footprints' to existing Health and Wellbeing Boards, often crossing county boundaries as highlighted in the following map:



4.3 Options Analysis:

42. There are four governance models to consider in analysing what would create the most effective governance, based on: the data; current governance; known challenges and how best to drive economic growth and public service reform and improve outcomes for local people:

1. Status quo
2. Establish an Economic Prosperity Board
3. Establish a Combined Authority without a Mayor
4. Establish a Mayoral Combined Authority

Status quo:

43. This would see continuation of informal collaboration and may enable some cross border working; however, there would be no statutory body able to take decisions over strategic issues for economic growth, such as: transport, infrastructure and skills.

44. Connectivity has been an underpinning driver for Norfolk and Suffolk's approach to devolution and the existing governance is too fragmented and informal (without a decision making mandate) to be able to maximise the opportunities for increasing growth. Nor does it enable more integrated public services through joined up strategic decision making supported by integrated local delivery (enabling the principle of subsidiarity to be delivered).

Establish an Economic Prosperity Board:

45. An Economic Prosperity Board would be a statutory body and share many of the features of a Combined Authority. It would be a basis for taking on devolved powers and funding relating to economic development and regeneration.

46. However, it does not align with the aspiration held across the region to fully exploit the potential to join up across highly interrelated policy areas essential to growth, for

example, economic development/regeneration, infrastructure, strategic spatial planning, transport and skills. It would not provide a vehicle to maximise the opportunities for wider join up across public services and consequently, would not maximise the opportunities afforded by devolution for improving the way public services are currently delivered.

Establish a Combined Authority:

47. Norfolk and Suffolk's existing governance structures whilst productive are too informal and fragmented to deliver the ambition set out in this document and in re-setting the relationship with Government – particularly taking the opportunities presented by greater devolution to local areas.
48. Current governance is not adequate to support a coherent approach to strategic planning that is locally sensitive but able to unlock sites for development and improving connectivity for example, through better roads, rail and digital infrastructure. These benefits would be best realised through the creation of a Combined Authority.
49. The relevant legislation also allows a Combined Authority to take on devolved powers from Government. Therefore, a Combined Authority governance model would ensure long-term, effective engagement with the business and other sectors as well as a stronger local voice in negotiating with Government.

Establish a Mayoral Combined Authority:

50. This provides the same opportunities as outlined above for the merits of establishing a Combined Authority in that more joined up local decision making would be facilitated. However, under the Cities and Local Government Devolution Act 2016 Mayoral Combined Authorities are afforded additional flexibility, providing the opportunity to levy (subject to statutory conditions⁴).
51. It would provide visible, strategic leadership across Norfolk and Suffolk. It also maximises opportunities to negotiate for devolved budgets, powers and responsibilities with Government and therefore, is consistent with the ambition to re-set the relationship with Government.
52. This has been demonstrated in the devolution deals recently negotiated with Combined Authorities that have decided to become Mayoral Combined Authorities, for example, Greater Manchester Combined Authority has secured devolution of significant powers across a range of public services through numerous deals⁵. In that and other Combined Authority devolution deals where the Authority has agreed to adopt a Mayor (eg: Sheffield City Region⁶ and North East Combined Authority⁷) significant powers have been devolved such as: a single pot investment fund; devolved transport budgets, responsibility for franchised bus services and Key Route Networks; powers over strategic planning and adult skills. Government have been clear that without a Mayor any devolution deal would be much smaller in range and value and this would not deliver Norfolk and Suffolk's ambition.

⁴ Section 5 Cities and Local Government Act 2016

⁵ HM Treasury updated report on devolution to Greater Manchester Combined Authority and transition to Mayor (16th March 2016): <https://www.gov.uk/government/publications/devolution-to-the-greater-manchester-combined-authority-and-transition-to-a-directly-elected-mayor>





⁶ Sheffield City Region Devolution Deal (October 2015): https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/466616/Sheffield_devolution_deal_October_2015_with_signatures.pdf

⁷ North East Combined Authority Devolution Deal (October 2015):

53. A Mayoral Combined Authority provides a stronger voice for the area in championing Norfolk and Suffolk's assets but also in joining up with other areas, for example, if establishing a sub national transport body to enhance the benefits of a connected approach to transport.
54. The additional powers that come with a Mayoral Combined Authority will help to enhance the multi-centred nature of the economies within Norfolk and Suffolk. The economic analysis in section 3 highlighted clustering within the Norfolk/Suffolk area for travel to work and housing migration. As such, the flexibility to be able to establish Mayoral Development Companies would be consistent with this geography and assist in ensuring the coherent strategy is aligned with local delivery. A fuller explanation of how the Mayoral Combined Authority would improve the exercise of statutory functions and particularly the delivery of devolved funding and powers is contained in appendix B.
55. It is acknowledged that establishing a Mayoral Combined Authority would mean a cost. However, the flexibility it brings to negotiate significant devolution of powers and funding from central Government mean that any cost would be far outweighed by the envelope of resource and local flexibilities it would secure.
56. It is intended that the local authority members of the Mayoral Combined Authority will meet its costs as far as possible from existing resources. As such, the statutory officers and support to the Mayoral Combined Authority would be provided by the Constituent Authorities.
57. From existing Combined Authorities that will become Mayoral and have secured a devolution deal, the net added value is significant. For example, Sheffield City Region and the North East secured a single investment pot of £30 million per year for 30 years. This combined with additional powers and flexibility to grow the economy, invest and use different financial mechanisms (e.g. Mayoral Community Infrastructure Levy and borrowing) means the £900 million has the potential to expand. It also means that any set up and running costs of the Combined Authority are significantly overshadowed leaving a net increase in resource available to the local area.

4.4 Summary:

58. The following table provides a summary analysis of governance options for Norfolk and Suffolk:

	Evaluation	Rationale
Status quo		<ul style="list-style-type: none"> No statutory body able to take decisions over strategic growth issues, such as: transport, infrastructure and skills doesn't adequately address Connectivity doesn't maximise opportunity for wider public service reform
Establish an Economic Prosperity Board		<ul style="list-style-type: none"> Improved but not optimum opportunity to join up decision making Would not maximise the opportunities afforded by devolution for improving the way public services are currently delivered Less join up across highly interrelated policy areas essential to growth, eg: regeneration, infrastructure, strategic spatial planning, transport and skills
Establish a Combined Authority without a Mayor		<ul style="list-style-type: none"> Supports a coherent approach to strategic planning that is locally sensitive but able to unlock sites for development and improving connectivity for example, through better roads, rail and digital infrastructure Able to take on devolved powers from Government No additional opportunity to levy Limited opportunity to negotiate future devolved budgets and powers with Government
Establish a Mayoral Combined Authority		<ul style="list-style-type: none"> Supports a coherent approach to strategic planning that is locally sensitive but able to unlock sites for development and improving connectivity for example, through better roads, rail and digital infrastructure Able to take on more devolved powers from Government Additional flexibility, providing the opportunity to levy A model that maximises opportunities to negotiate for devolved budgets, powers and responsibilities with Government now and in the future

5. Conclusions

59. The conclusion of this Governance Review is to recommend that the functional economic area of Norfolk and Suffolk will be best served by the establishment of a Mayoral Combined Authority.
60. Combining strategic strength and coherence with connections to local functional economies, this model will improve the exercise of statutory functions but more importantly provide robust but flexible integrated and locally accountable decision making.
61. This model of governance also provides a mechanism for the transfer of significant resources and powers from central government to the region including for infrastructure, housing, economic development, and employment and skills. This will positively impact on the lives of residents by helping create more jobs, improving the skills and employment prospects of residents and boosting productivity across Norfolk and Suffolk.
62. For existing Combined Authorities that have secured a devolution deal and agreed to become Mayoral the net added value is significant (e.g. £30 million for 30 years in Sheffield City Region and the North East). In establishing a Mayoral Combined Authority, Norfolk and Suffolk will be founding the governance that can secure similar sized additional funding and associated powers. Once established, the Mayoral Combined Authority will be well placed to secure future additional devolution of powers and funding (following the example of Greater Manchester) and therefore, achieve its ambition to re-set the relationship with Government, generate economic growth and deliver the best possible outcomes for local people and places.
63. It offers the connectivity that is vital in underpinning the global opportunities presented by Norfolk and Suffolk's unique economic offer. It also firmly connects local people and places to the opportunities for economic and public service reform as well as building leadership of place through individual and community resilience and ensuring Norfolk and Suffolk fulfils its potential as a global economic power.
64. The local authorities of Norfolk and Suffolk recognise and have agreed to the double devolution of powers to local areas working with the Mayor and Combined Authority to take responsibility and accountability for delivery in their own areas to align with the regional strategic ambition. This will ensure that local need is reflected in the delivery of the strategic decisions.
65. It is important that the delivery of functions exercisable by the Mayor and/or Combined Authority happens at the appropriate local geographies primarily based on functional economic areas and travel to work areas. There are already successful models working in this way, such as the Greater Norwich Growth Board and Greater Norwich and Greater Ipswich City Deals that will be utilised rather than create new bodies. Various functions, for example: planning and housing delivery and skills could be doubly-devolved to these areas. Where there are no relevant existing structures, Mayoral Development Corporations could be formed.
66. Consequently, a Mayoral Combined Authority would deliver both coherent strategic and locally responsive delivery over the Norfolk and Suffolk economic geography enabling us to 'improve the exercise of statutory functions in the area'. This is how we will ensure Norfolk and Suffolk fulfils its economic potential, reforms its public services and in turn delivers the best possible outcomes for local people and places.

Appendix A

Wider Economic Geography

Independent analysis was commissioned from Metro Dynamics to test evidence for natural geographies within and across Norfolk and Suffolk. This appendix provides the detailed analysis that supports section 3 - Economic Analysis and Review. Travel to Work Areas have been used along with commuting patterns and industry quotients as proxy measures to identifying economic geographies.

The Office for National Statistics defines the concept of Travel to Work Areas (TTWA) as being to: "to approximate self-contained local labour market areas, where the majority of an area's resident workforce work, and where the majority of the workforce live. TTWAs help to make local labour market data more meaningful. In their absence, comparing data for different parts of the country risks distortion if there are mismatches between where the workforce work and where the workforce live, so that very different types of areas would then be compared. To avoid this problem, TTWAs have been defined so that relatively few commuters cross a TTWA boundary on their way to work, which makes them de facto local labour market areas."⁸

The ONS criteria used for defining TTWAs is that generally at least 75% of an area's resident workforce work in the area and at least 75% of the people who work in the area also live in the area. The area must also have a working population of at least 3,500. However, for areas with a working population in excess of 25,000, self-containment rates as low as 66.7% are accepted.

For the wider Norfolk and Suffolk geography, the clusters of economic areas aggregate to a level of self-containment that is 84%, which compares well with existing Combined Authority areas. This could be influenced by the cross boundary flows from neighbouring counties (particularly Cambridgeshire, Essex and Lincolnshire) outside of the area as demonstrated in the commuting flows.

Norfolk and Suffolk		
*Resident in work population working within area OF	Total resident in work population	Self containment
634,419	754,663	84.07%

** Resident in work population includes those working at home, but excludes those who work off-shore, outside of the UK or have no fixed place of work*

The following table sets out self-containment percentages in existing Combined Authority areas, for comparison:

Combined Authority	Self containment
West Midlands	80.32%
Greater Manchester	82.04%
Sheffield City Region	79.93%
Liverpool City Region	77.62%

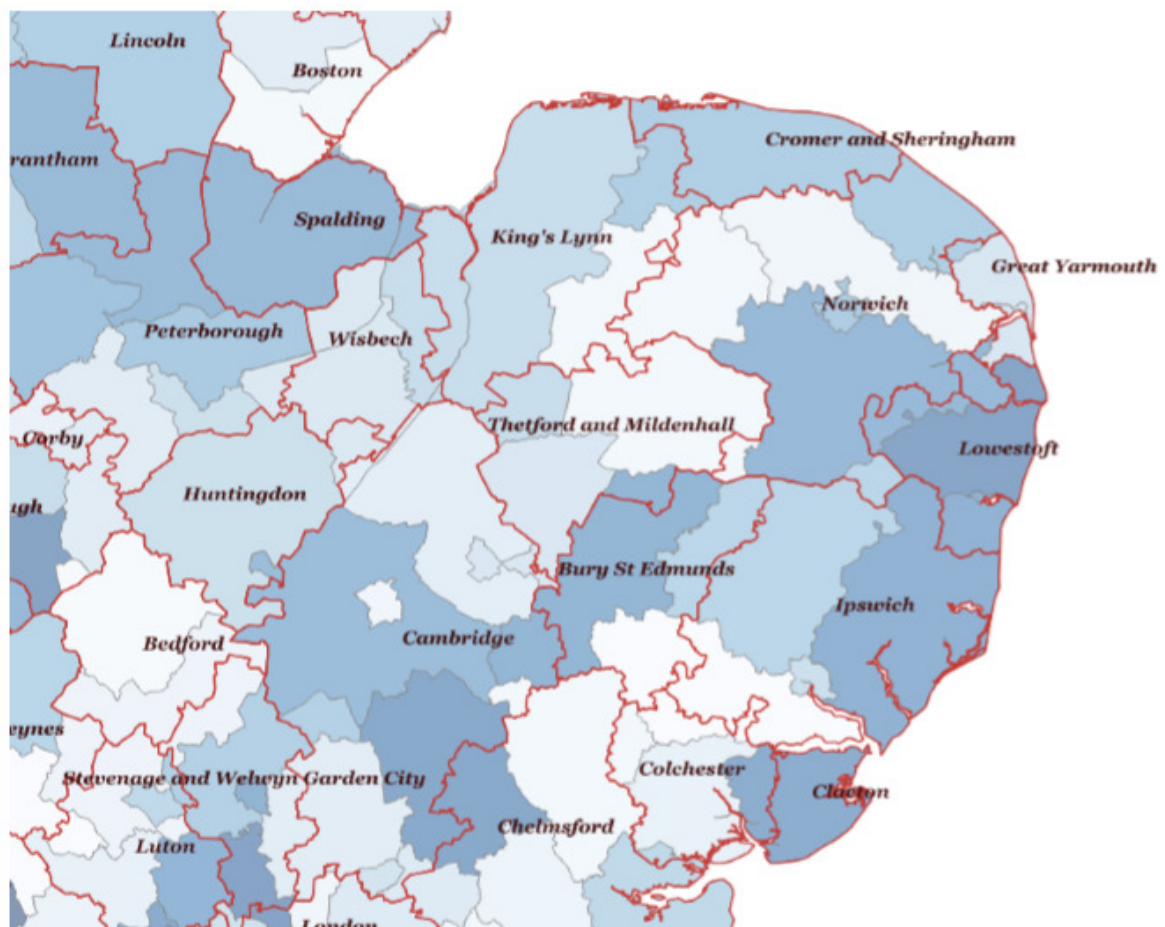
⁸ ONS Article: Commuting to Work: Changes to Travel to Work Areas 2001-2011:

<http://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/employmentandemployeetypes/articles/commutingtoworkchangestotraveltoworkareas/2001to2011>

Local Labour Market - using Travel to Work Areas as a proxy measure

To highlight the connected and multi-centric nature of the Norfolk/Suffolk area, the following map provides a visualisation of the travel to work clusters that exist across Norfolk and Suffolk (to note, lines to indicate the travel to work areas and for additional context, larger towns in the clusters are marked along with shading to distinguish district boundaries).

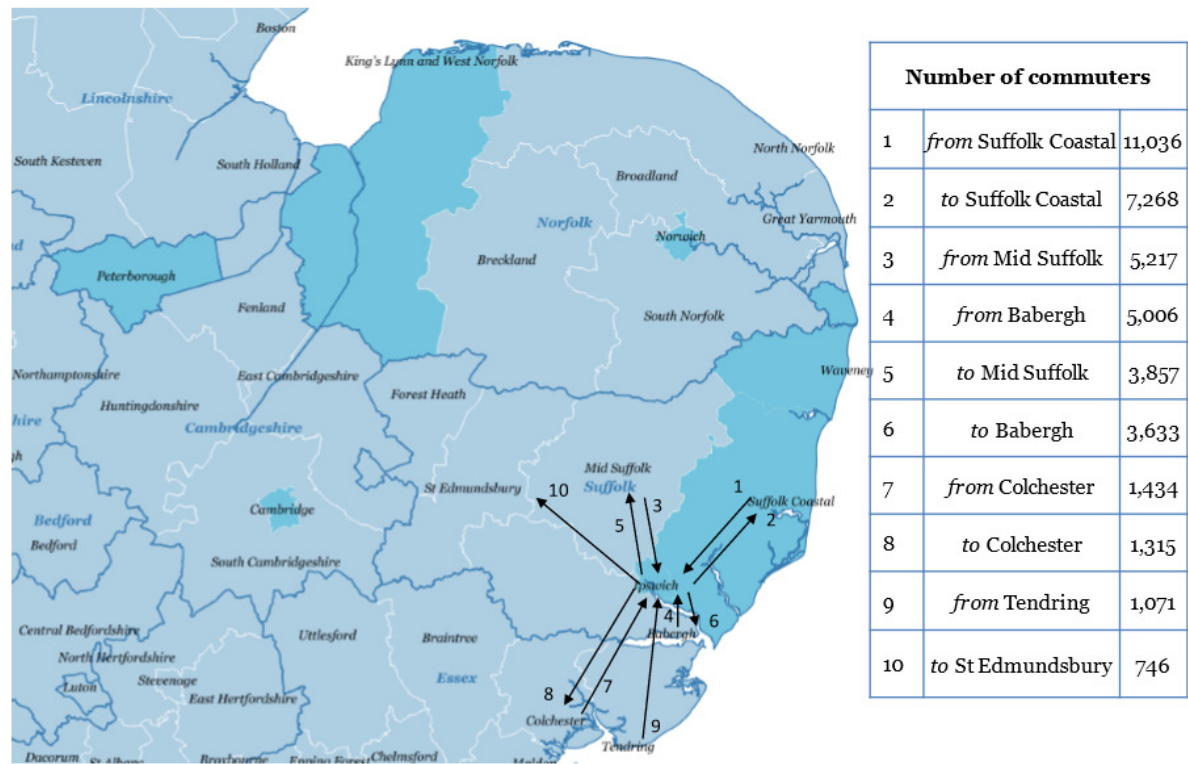
Travel to Work Areas (2011)



The following series of maps provide examples of commuting flows around some of the larger towns in Norfolk and Suffolk.

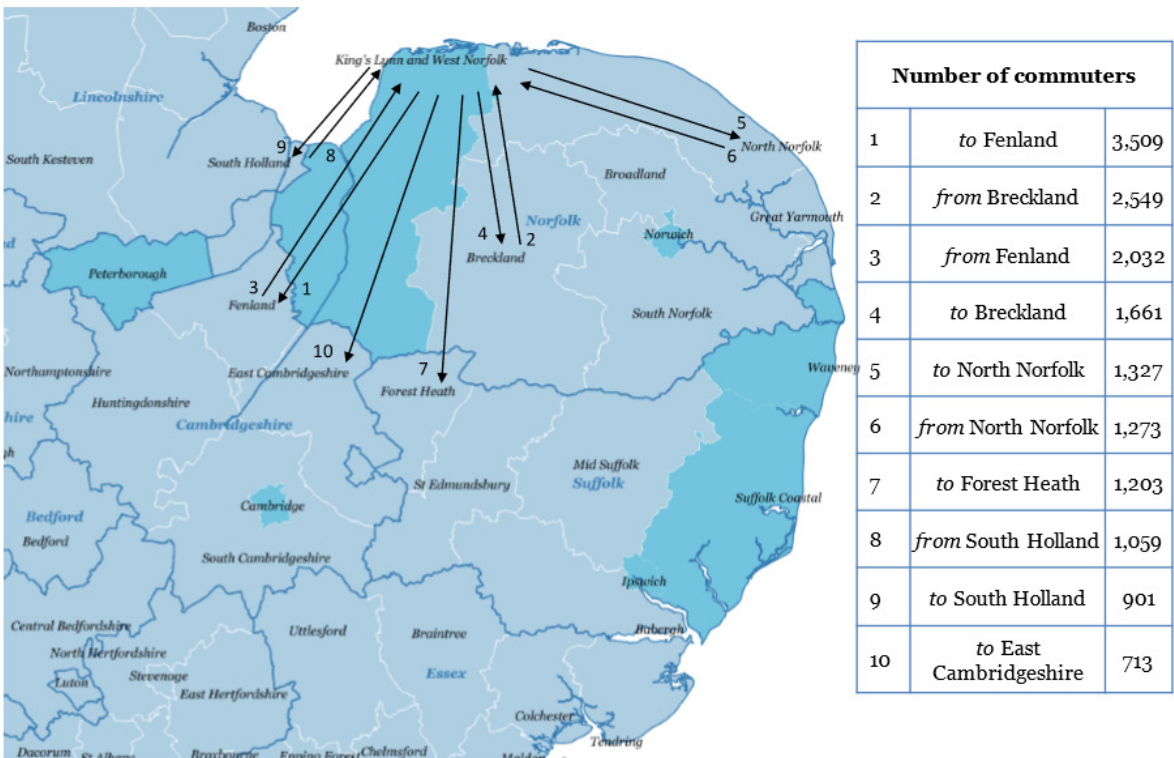
Ipswich

31



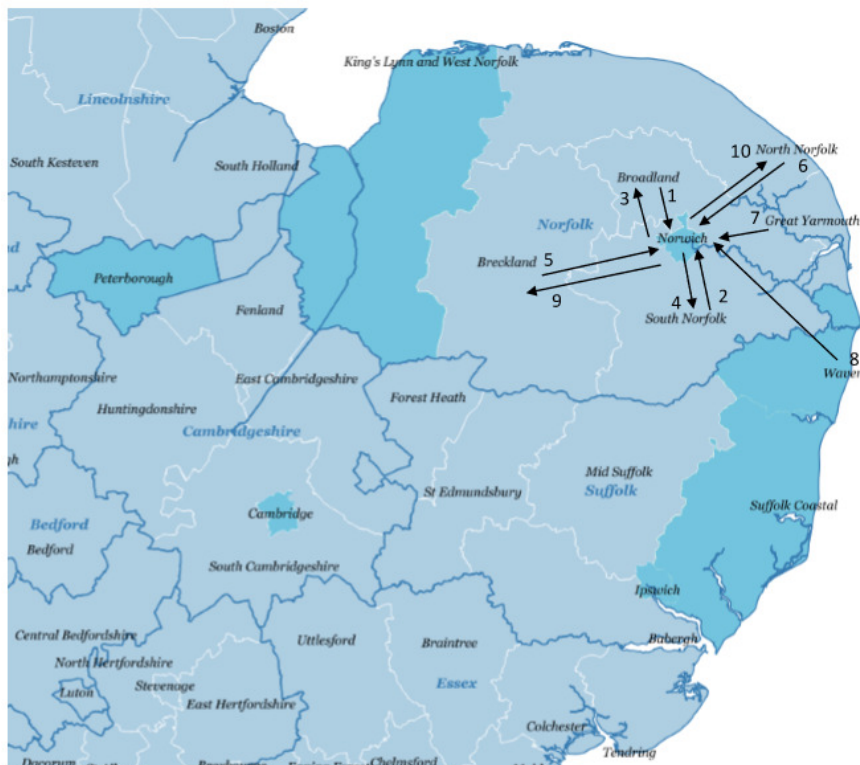
Kings Lynn and West Norfolk

32



Norwich

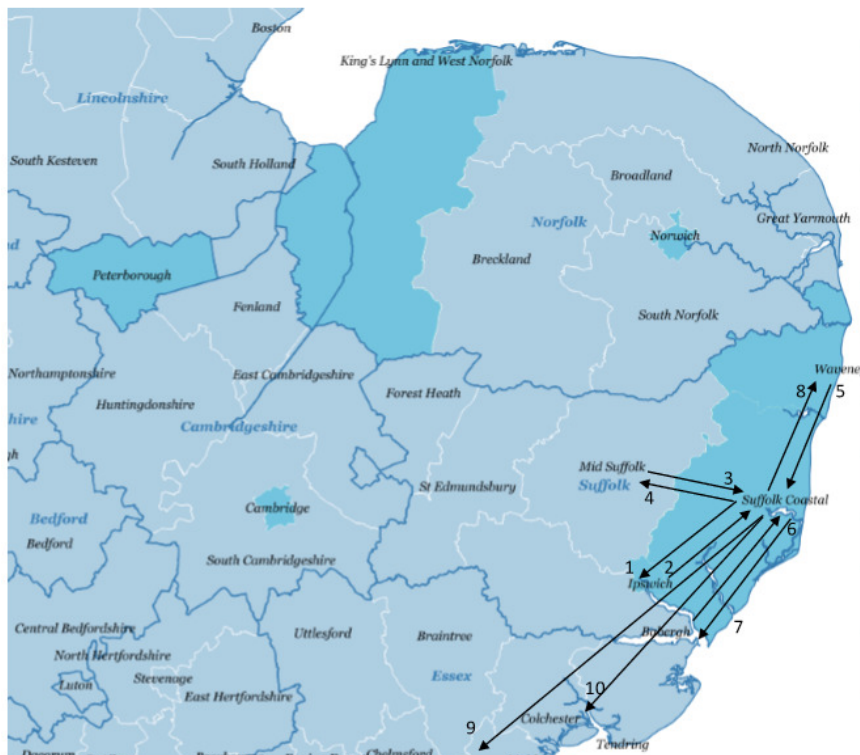
33



Number of commuters		
1	from Broadland	19,976
2	from South Norfolk	13,361
3	to Broadland	7,681
4	to South Norfolk	7,025
5	from Breckland	4,628
6	from North Norfolk	3,540
7	from Great Yarmouth	2,031
8	from Waveney	1,628
9	to Breckland	1,504
10	to North Norfolk	1,078

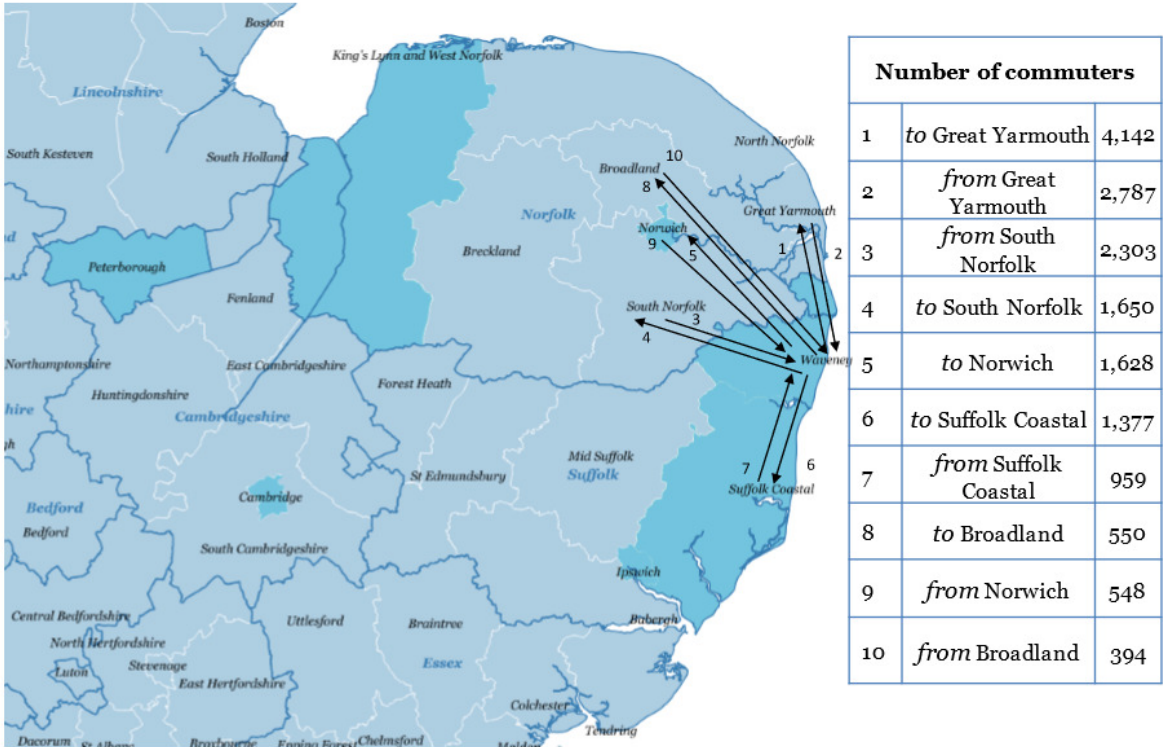
Suffolk Coastal

34



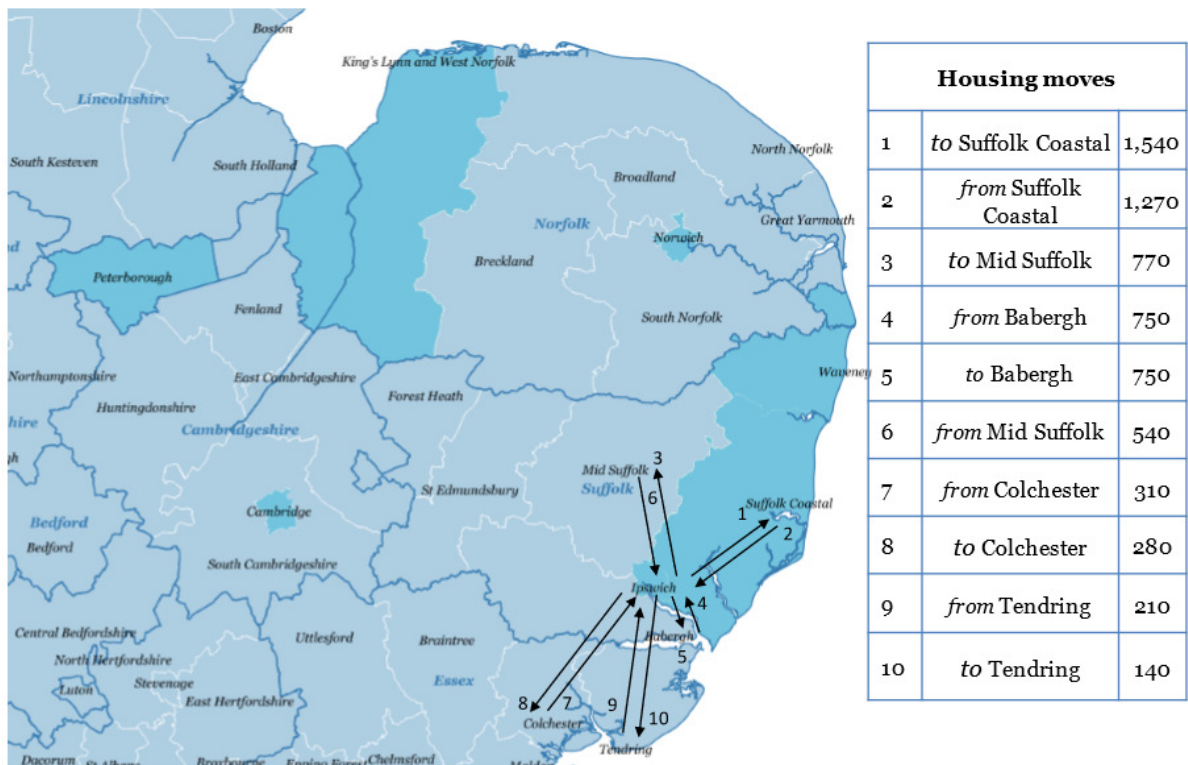
Number of commuters		
1	to Ipswich	11,036
2	from Ipswich	7,268
3	from Mid Suffolk	2,118
4	to Mid Suffolk	1,631
5	from Waveney	1,377
6	from Babergh	1,216
7	to Babergh	997
8	to Waveney	959
9	to Westminster, City of London	576
10	to Colchester	538

Waveney



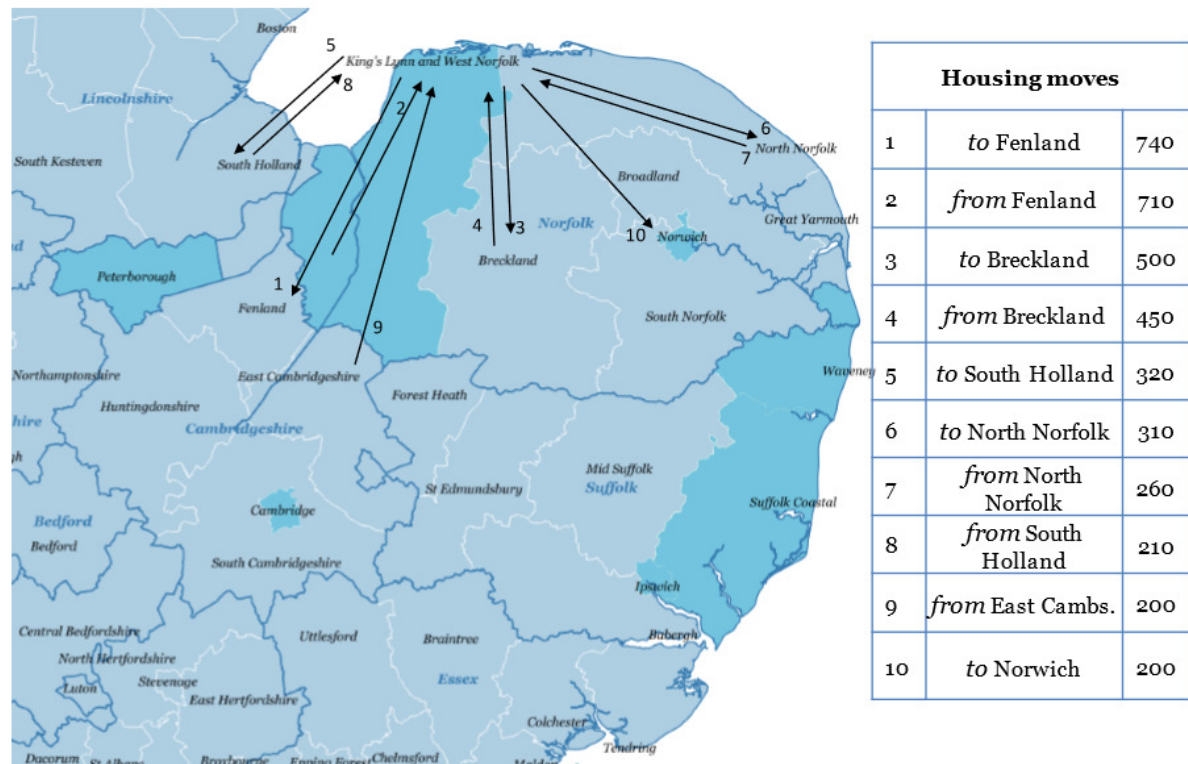
Ipswich

39



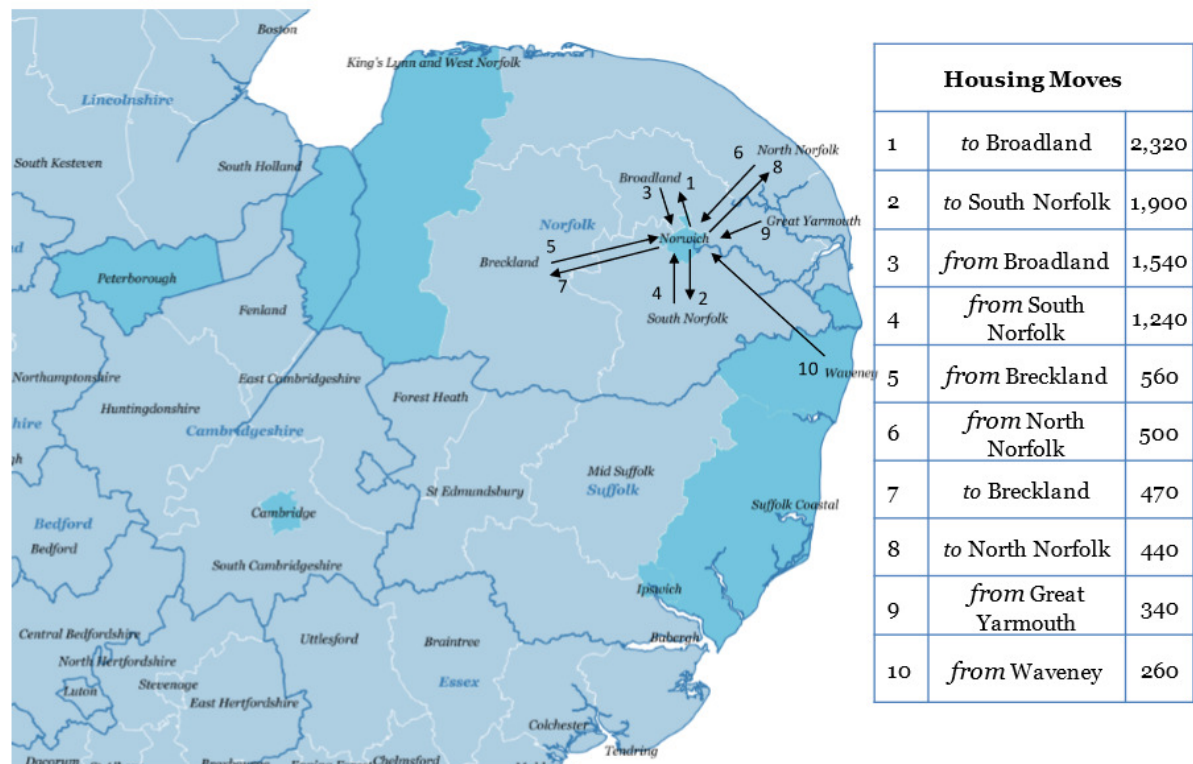
Kings Lynn and West Norfolk

40



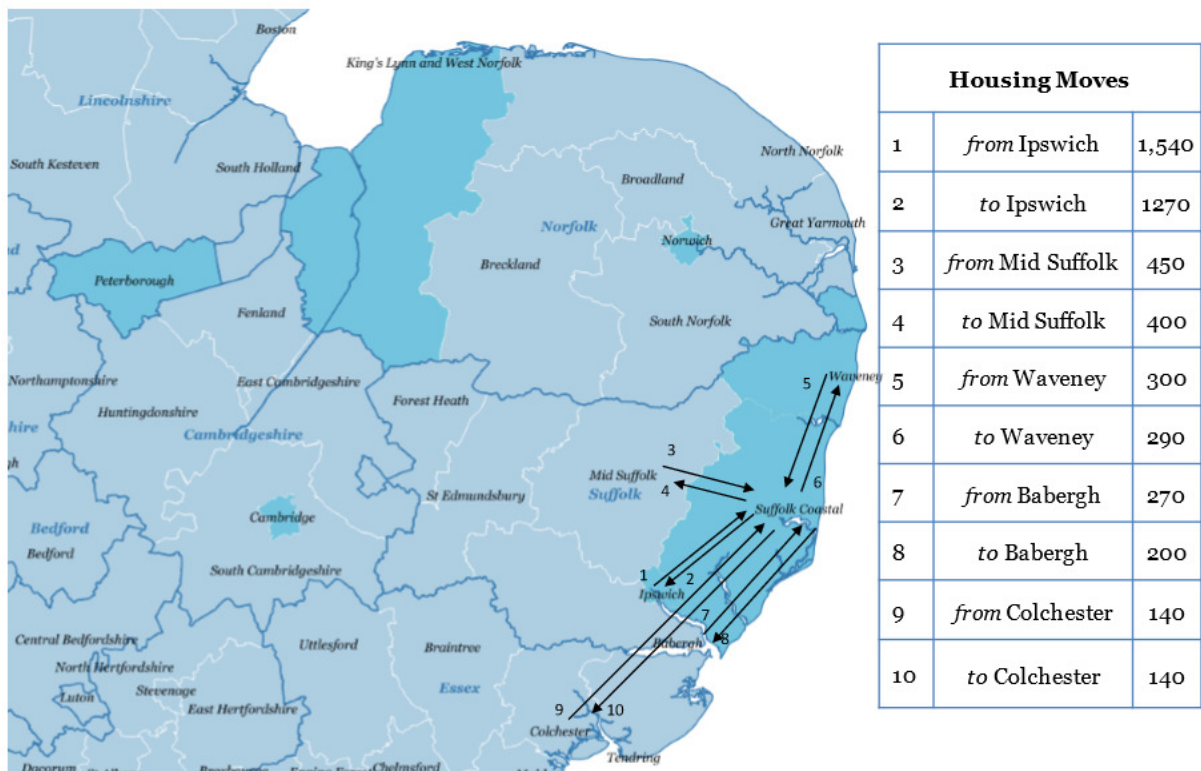
Norwich

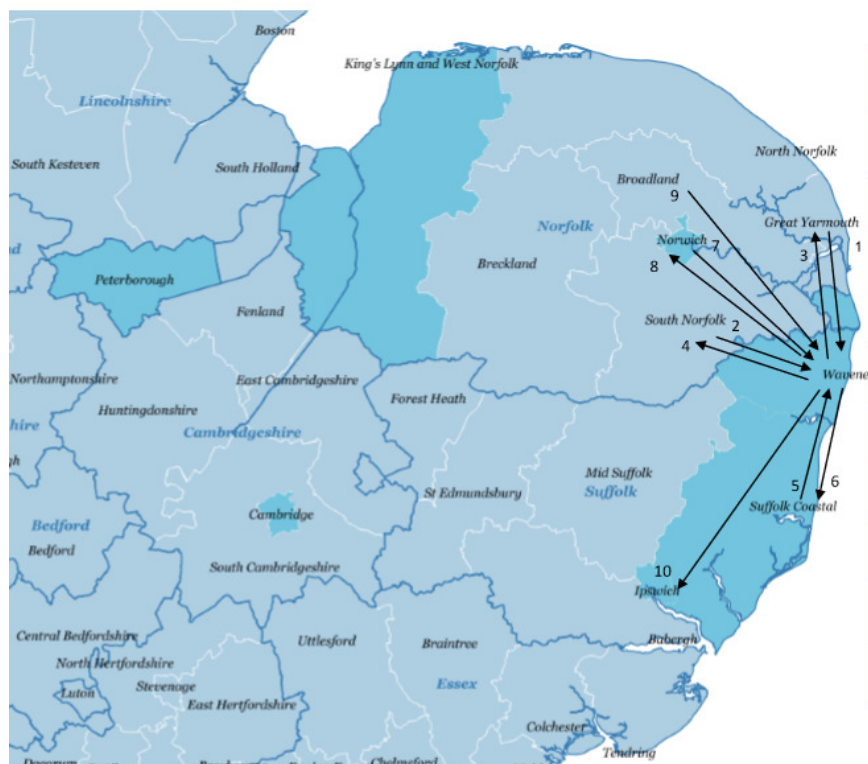
41



Suffolk Coastal

43





Housing moves		
1	from Great Yarmouth	620
2	to South Norfolk	510
3	to Great Yarmouth	460
4	from South Norfolk	430
5	to Suffolk Coastal	300
6	from Suffolk Coastal	290
7	from Norwich	260
8	to Norwich	230
9	from Broadland	130
10	to Ipswich	120

Location Quotients – Broad Categories

47

Areas where supply chain relationships may already exist, or could be fostered:

Industry	Cambridgeshire	Peterborough	Norfolk	Suffolk
Mining, quarrying & utilities	0.95	0.65	1.08	1.13
Manufacturing	1.26	0.88	1.20	1.22
Construction	0.91	0.70	1.22	1.15
Motor trades	1.06	1.46	1.30	1.34
Wholesale	1.08	1.42	1.02	0.96
Retail	0.82	1.21	1.18	1.06
Transport & storage (incpostal)	0.76	0.91	0.77	1.39
Accommodation & food services	0.90	0.75	1.28	1.14
Information & communication	1.44	1.29	0.56	0.77
Business administration & support services	0.92	2.05	0.91	1.15

Metro — Dynamics

Specialisation: Manufacturing

48

Industry	Cambridgeshire	Peterborough	Norfolk	Suffolk
10 : Manufacture of food products	1.49	0.74	1.98	1.93
11 : Manufacture of beverages	0.15	0.12	1.39	1.47
15 : Manufacture of leather and related products	1.02	4.07	1.54	0.54
16 : Manufacture of wood and of products of wood and cork, except furniture; manufacture of articles of straw and plaiting materials	1.42	0.18	1.35	1.41
17 : Manufacture of paper and paper products	3.72	1.01	1.05	1.02
18 : Printing and reproduction of recorded media	1.22	1.49	1.44	2.30
20 : Manufacture of chemicals and chemical products	0.52	1.03	0.76	1.33
21 : Manufacture of basic pharmaceutical products and pharmaceutical preparations	2.09	0.00	1.62	0.35
22 : Manufacture of rubber and plastic products	1.39	0.18	1.19	1.54
23 : Manufacture of other non-metallic mineral products	1.84	0.76	0.65	0.71
25 : Manufacture of fabricated metal products, except machinery and equipment	1.09	0.51	1.23	1.06
26 : Manufacture of computer, electronic and optical products	3.03	0.34	0.72	0.82
27 : Manufacture of electrical equipment	0.94	1.54	1.09	1.06
28 : Manufacture of machinery and equipment n.e.c.	1.64	4.59	1.72	2.06
30 : Manufacture of other transport equipment	1.29	0.01	0.50	0.17
31 : Manufacture of furniture	0.99	0.53	1.86	1.88
32 : Other manufacturing	1.18	0.43	1.02	1.23
33 : Repair and installation of machinery and equipment	0.49	1.31	1.12	0.59

Metro — Dynamics

Appendix B

Summary Rationale for Devolution Deal Proposals

Function	Rationale
<i>Appendix A in draft governance scheme</i>	Transport and Electronic Communications – Better Connected
<p>To be responsible for a consolidated, multi-year local transport budget for the area of the Combined Authority devolved from the Government consisting of the Integrated Transport Block or any equivalent or replacement funding for the same or similar functions as those covered by that funding.</p> <p>In each financial year in which the amounts devolved by the Government are identified as allocated to individual Constituent Authorities, the Mayor shall pass that funding to the relevant Constituent Authorities.</p> <p>In any financial year in which the amounts devolved by the Government are not identified as allocated to individual Constituent Authorities, the Mayor shall consult with the Combined Authority as to his spending plans in relation to the devolved amounts and approval of such spending plans shall be subject to the voting arrangements specified in the Scheme of Governance.</p> <p>The Mayor shall transfer to the relevant Constituent Authority any amount identified as allocated to that Constituent Authority in the approved spending plans.</p>	<p>This funding will help unlock the development of stalled employment and housing sites across the counties. It will also support increased productivity within growth sectors and existing businesses and enable the development of a modern, integrated transport system.</p> <p>It will allow flexible use for bringing forward priority based investment that has maximum impact. This will: enable the development of employment and housing sites across the counties, support increased productivity within growth sectors and existing businesses to enable the development of a modern, integrated transport system with a secure future.</p> <p>We already have a successful Local Transport Body bringing together Norfolk and Suffolk County Councils and New Anglia LEP to make decisions on and manage the transport infrastructure programme funded through Growth Deal. A Local Transport Board brings together wider stakeholders including Highways England and Network Rail. The Mayoral Combined Authority (MCA) would build on this and provide a democratic decision-making body allowing the LTBs to continue to manage the delivery and work together with partners.</p>
To produce and publish a Local Transport Plan for the Combined Authority area without prejudice to Constituent	The Local Transport Plan will provide a strategic framework for developing transport links across Norfolk and Suffolk, enabling the vital connectivity that supports the economy. The MCA will also work with neighbouring counties to ensure Norfolk and Suffolk embed links with rest of the country.

Function	Rationale
Authority duties to publish Local Transport Plans under section 9 of the Transport Act 2000.	
Jointly with the other Authorities, to take responsibility for delivering a new Key Route Network of local authority roads; the management and maintenance of which shall be undertaken by the Combined Authority and through this work towards shared procurement frameworks and operational delivery of road maintenance across the Constituent Authorities. In turn this will unlock key sites, along with rail developments and support the delivery of an asset management plan.	The MCA will provide a strategic framework for transport enabling join up with other authorities where relevant. However, its local knowledge and accountability means that, in taking control of the key route network, it will be more effective in maximising opportunities to improve road maintenance and unlock sites for development.
To exercise, concurrently with the relevant Constituent Authority to the extent that they have equivalent powers, such powers to franchise bus services in the Combined Authority area as shall be contained in future legislation to support delivery of smart and integrated ticketing across the East Anglia region in conjunction with the other Combined Authority and Constituent Authorities.	As significant rural counties, public transport is important for Norfolk and Suffolk in ensuring communities and businesses are connected. The MCA provides the opportunity to strategically plan transport in a coherent way that will improve economic growth. Linking research-based growth in the largest towns with our rural villages through improvements to road & rail infrastructure and using smart ticketing will make it easier for residents to participate fully in the economy across transport modes.
Develop in partnership with others an integrated approach to local buses, community based transport, the local network of car clubs and in particular rail services with rail operators and Network Rail.	
To explore the creation of a statutory Transport body to influence strategic national transport initiatives and work with Essex and the Midlands through the Cambridge-to-Oxford arc.	There is significant connectivity across Councils in the area as well as strong relationships with neighbouring areas, particularly Cambridgeshire. We have a track record of prioritising outcomes over organisational boundaries, including where this means going beyond our county borders. We have worked flexibly with partners in the Greater Cambridge economic region with its strong influence on the west of the counties, for example in developing the A11 Corridor between Norwich and Cambridge.

Function	Rationale
	A strategic transport body would offer a joined up approach to infrastructure, improve connectivity, develop key growth sectors and build on existing growth corridors such as the A11, A14 and A47.
Housing and Planning	
Creation of a non-statutory spatial framework and supplementary planning documents to act as a framework for managing strategic planning across the Combined Authority area with which all Local Development Plans will, where reasonably practicable and without resubmission for approval, generally conform.	Local Plans are not joined up nor aligned with investment in infrastructure. Consequently, infrastructure to support new homes and employment sites is fragmented and often follows development rather than enabling it.
To develop a non-statutory strategic infrastructure delivery plan across Norfolk and Suffolk.	Currently there is no mechanism to properly consider and plan for big strategic issues, such as the ongoing expansion of Greater London, which will continue to impact on housing price and availability in Suffolk.
To have functions corresponding to those of the Mayor of London under Part 8 of the Localism Act 2011 to designate any area of land in the Combined Authority area as a Mayoral Development Area leading to the establishment by Order of a Mayoral Development Corporation subject to the consent of all Constituent Authority in which the Development Corporation is intended to be based.	The MCA offers the opportunity to develop a joined up, longer term strategic plan to drive growth and improve the effectiveness of public services.
	The economic analysis of Norfolk and Suffolk in the governance review, highlighted clustering within the Norfolk/Suffolk area for travel to work and housing migration. As such, the flexibility to be able to establish Mayoral Development Companies would be consistent with this geography and assist in the ensuring the coherent strategy is aligned with local delivery.
	The additional powers that come with a MCA will enhance the multi-centred nature of the economies within Norfolk and Suffolk.
The Combined Authority, with its partner authorities, will use the powers and infrastructure resources devolved from the Government, alongside local public and private investment, to substantially increase housing delivery through ambitious targets based on housing need, seeking to deliver 40,000 homes to 2021 and 200,000 homes over the longer period of Local Plans across Norfolk and Suffolk of different types and tenures.	Sufficient and appropriate housing is vital to ensure people can live healthy and prosperous lives as well as having a major impact on developing our economy. An undersupply of homes reduces the mobility of the workforce, increases pressure on public services and fails to meet people's aspirations. However, while many planning permissions are being granted, the homes are not being built.
	Over the past 15 years, across Norfolk and Suffolk, the annual average completion rate has been below 6,000. More recently, housebuilding has been severely affected by the downturn in the property market and, although it is picking up, delivery is still below 4,500 per annum (compared to a need for 7,600). We have plenty of allocated or permitted sites but need to build capacity in the industry and other sectors to deliver; this will be achieved through a package of measures.

Function	Rationale
	<p>To deliver sustainable development, a significant proportion of committed growth is formed by major sites, which require upfront infrastructure provision and are planned to be built out over a number of years. We need to continue to invest in delivering these commitments as fast as possible, as well as ensuring that there are a wide range of opportunities at various scales to encourage SMEs to build and to stimulate supply.</p> <p>Norfolk and Suffolk have specific pressures providing appropriate housing for all, such as ensuring sufficient affordable housing in a relatively low wage economy, and shaping the market to meet the needs of an ageing population at the same time as developing new models of care. As well as sites, we need to stimulate markets for different types of housing provision including the private rented sector and age appropriate housing that will enable people to stay in their own homes for as long as possible.</p>
To make proposals for the creation of other emerging vehicles to help take forward large development or new settlements subject to the consent of any Constituent Authority in which area the vehicle is intended to be used.	<p>A beginning of new ways to raise Norfolk and Suffolk's global ambition and create more accountable, efficient public services - the proposed devolution deal is good foundation. However, there is more to do.</p> <p>The MCA will use this Deal as a basis for identifying further reforms to unlock investment and create a step change in improving the economic contribution and sustainability of Norfolk and Suffolk's people and places.</p>
<p>To exercise strategic planning powers to support and accelerate these ambitions. These will include the power to:</p> <ul style="list-style-type: none"> • Create non-statutory supplementary planning documents subject to the approval process above. • Be consulted on planning applications of strategic importance in the Combined Authority area and to work with local areas to achieve ambitious plans for new housing development. • Create Mayoral Development Corporations or similar delivery vehicles, with planning and land assembly powers, which will support delivery of strategic sites in the Combined Authority area. This power will be exercised with the consent of the Constituent Authority member in which the development corporation is to be used. To be consulted on and/or 	<p>Currently, there is no clear and systematic description of growth across the two county area so that investment decisions can be programmed and targeted to priorities. Local Plans are fragmented and there is currently no spatial plan for the strategic functional economic area of Norfolk and Suffolk, to reflect priorities, including delivery of national energy infrastructure, or respond to the economic opportunities beyond our boundary to the west (working with Cambridgeshire and GCGP LEP), the south (working with Essex) and offshore.</p> <p>There is no mechanism to properly consider and plan for strategic scale growth and wider strategic issues, such as the ongoing growth of Greater London and Cambridge which will continue to impact on the local economy, transport infrastructure, and housing.</p> <p>The MCA provides the opportunity to set a strategic plan for Norfolk and Suffolk, enabling a more proactive, longer term approach to delivering economic growth, unlocking housing delivery and investing in infrastructure. This will include working with partners within Norfolk and Suffolk and beyond – particularly Cambridgeshire.</p>

Function	Rationale
<p>call in planning applications of potential strategic importance to the Combined Authority area.</p> <ul style="list-style-type: none"> • Ensure there is a sufficient supply of commercial and housing sites available, to support a growing economy. • Develop closer working with the Homes and Communities Agency. 	
Finance	
<p>To exercise the power under paragraph 21.8 of the Scheme: <i>(the Mayor shall have power to place a supplement of 2p per pound of rateable value on business rates to fund infrastructure [and mayoral costs] with the agreement of the local business community through the LEP).</i></p> <p>To exercise the function of issuing a precept under Chapter 4 of Part 1 of the Local Government Finance Act 1992 in respect of mayoral functions.</p>	<p>The MCA offers the opportunity to set local levies. This additional autonomy over funding means the MCA can adjust its approaches depending on local need/conditions and choose funding strategies that will unlock the greatest possibilities for growth.</p>
Flood Defence and Coastal Management	
<p><i>Appendix B in draft Governance Scheme</i></p> <p>The Combined Authority will work with the Government, drainage boards, the Environment Agency and other relevant bodies to create a fully integrated approach to flood and coastal risk management.</p>	<p>Norfolk and Suffolk have a considerable coastline at risk of erosion and flooding risk that is also an issue for some inland areas too.</p> <p>A MCA would provide a coherent approach enabling more: timely decision making; pre-emptive action to deliver solutions and simplified funding that maximises the ability to reduce risk and deliver additional economic growth across Norfolk and Suffolk.</p>
Learning and Skills, Education, Apprentices and Employment	
<p>To ensure continued collaboration the Combined Authority will, with the Regional Schools Commissioner and other key local education stakeholders establish an Education Committee. The Regional Schools Commissioner will work</p>	<p>Enabling the MCA to work in partnership with the Regional Schools Commissioner (RSC) and the Headteacher Board will bring together our capacity and expertise in schools improvement, local infrastructure planning and the provision of new school places to discharge our duty to secure a good education for every child.</p>

Function	Rationale
with the Committee to provide strategic direction on education across the Combined Authority area.	<p>Ensuring join up across the different responsibilities for education and schools is important in ensuring schools and their pupils fulfil their potential. Norfolk and Suffolk results are improving. It will establish mutually agreed local arrangements for the purposes of the Regional Schools Commissioner and the Local Authorities to jointly discharge their respective responsibilities for place planning and school improvement.</p> <p>Therefore, the MCA will provide greater consistency of approach but with understanding of local circumstances.</p>
Government commits to an Area Review of post-16 education and training, currently expected to start in November 2016, excluding Great Yarmouth and Lowestoft where a Review has already been conducted during 2015.	<p>The demand for skills is already outstripping supply at all levels in our economy, including in skilled technical trades such as engineering, logistics and construction, and in the professional fields of computing, creative digital, agri-tech, and health. The stability of our post-16 education and skills sector is critical to raising productivity and the creation of a more dynamic economy. The Government wants to see strong local areas and employers taking a lead role in establishing a post-16 skills system that is responsive to local economic priorities. We share this ambition and the MCA with devolved responsibilities provides the right governance, levers and partnerships in place to deliver.</p> <p>As part of the Area Based Reviews, the Mayoral Combined Authority (MCA) will conduct a comprehensive and joined up review of post 16 education. The MCA scale means a consistent approach to improving education and training provision across the functional economic area of Norfolk and Suffolk but with an understanding of local need and economic geographies.</p>
The Government recognises the progress the LEP, local colleges and providers and the private sector have made in improving skills provision across Norfolk and Suffolk. The New Anglia Employment and Skills Board will consider if further refinement of their local skills strategies will be required after the conclusion of the Area Reviews to ensure that post-16 providers are delivering the skills that local employers require. It is expected that the LEP Skills Board will continue to collaborate with colleges and providers, with appropriate support from the Education Funding Agency to work towards delivering this plan.	<p>We have a strong network of colleges and university partners who are already working together in a unique way alongside the LEP Skills Board. We are excited by the potential to take the next steps through devolution and are all fully committed to using this opportunity to achieve the step change we need in workforce productivity and skills.</p> <p>The MCA presents the opportunity to rationalise existing governance arrangements to make them simpler, more integrated and cost effective where locally appropriate. The scale of the MCA, along with its strategic approach will facilitate this where and when appropriate.</p>

Function	Rationale
The Government will enable local commissioning of outcomes to be achieved from 19+ Adult Education Budget starting in academic year 17/18; and will fully devolve budgets to the Combined Authorities from academic year 2018/19 subject to readiness conditions). These arrangements will not cover apprenticeships.	The MCA will ensure that the Adult Skills Budget (is more closely aligned to local economic priorities. This will enable a locally tailored approach that best meets the needs of local people and employers with the benefit of a consistent, strategic overview through the MCA.
The Combined Authority will focus a greater proportion of its devolved Adult Education Budget on learning that delivers sustained job outcomes, productivity and economic growth.	GVA across Norfolk and Suffolk is lower than the national average. Economic growth is a key driver for Norfolk and Suffolk's devolution ambition. Economic growth is vital to a thriving society; however, it cannot be separated from the people and places that will drive and benefit from that growth Devolving this budget enables a more locally appropriate response across the MCA area
<p>Devolution will proceed in two stages, across the next three academic years:</p> <p>a) The Combined Authority will begin to prepare for local commissioning. For the 2017/18 academic year, and following the area review, the Government will work with the Combined Authority to vary the block grant allocations made to providers, within an agreed framework.</p> <p>b) From 2018/19, there will be full devolution of funding. The Combined Authority will be responsible for allocations to providers and the outcomes to be achieved, consistent with statutory entitlements. The Government will not seek to second guess these decisions, but it will set proportionate requirements about outcome information to be collected in order to allow students to make informed choices. A funding formula for calculating the size of the grant to Constituent Authorities and the Combined Authority will need to take into account a range of demographic, educational and labour market factors; it will also need</p>	<p>The MCA will be well placed to ensure the necessary preparations for full devolution of the Adult Education Budget. It will have the strategic leadership and decision making in place that will be able to assure Government that the budget will be managed and distributed appropriately.</p> <p>In relation to the costs of the Combined Authority the Constituent Authorities have agreed the principle that the Mayoral Combined Authority's costs will be met as far as possible from existing resources. The statutory officers and support to the Combined Authority will be provided by the Constituent Authorities.</p> <p>In relation to Mayoral costs the agreed intention of the Constituent Authorities is that the single pot investment fund allocation will be invested so as to leverage additional financial benefit for the Combined Authority which will, after an initial investment period, exceed the Mayoral costs</p>

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Function	Rationale
to take account of costs of implementing devolution and continuing operational expenditure.	
<p>The readiness conditions for full devolution are that:</p> <ul style="list-style-type: none"> a) Parliament has legislated to enable transfer to local authorities of the current statutory duties on the Secretary of State to secure appropriate facilities for further education for adults from this budget and for provision to be free in certain circumstances. b) Completion of the Area Review process leading to a sustainable provider base. c) After Area Reviews are completed, agreed arrangements are in place between central government and the Combined Authority to ensure that devolved funding decisions take account of the need to maintain a sustainable and financially viable 16+ provider base. Clear principles and arrangements have been agreed between the Government and the Combined Authority for sharing financial risk and managing failure of 16+ providers, reflecting the balance of devolved and national interest and protecting the taxpayer from unnecessary expenditure and liabilities. e) Learner protection and minimum standards arrangements are agreed. f) Funding and provider management arrangements, including securing financial assurance, are agreed in a way that minimises costs and maximises consistency and transparency. 	<p>Re-setting the relationship with Government is part of the Norfolk and Suffolk approach to devolution. As such it will be important to continue to work constructively with Government on provisions within the existing deal as well as exploring the opportunities for future devolved arrangements. Therefore, the MCA would be keen to work with Government to ensure the readiness conditions are fully met.</p>
Government recognises that Norfolk and Suffolk have a wealth of higher education strengths such as the University of East Anglia, University Campus Suffolk and Norwich	A new partnership between the Universities and Further Education providers in the region to drive a programme of co-ordinated skills and educational improvement to deliver the knowledge based economy is central to Norfolk and Suffolk's model of connected growth (enhanced by a single strategic MCA for the area).

Function	Rationale
<p>University of the Arts. This higher education offer has a vital role in enhancing the innovation and productivity of the area's economy. Local partners want to work with Government to build on this, including investment in the institutions to develop their academic and research offer, such as, University Campus Suffolk which has obtained independent university status and will become the University of Suffolk in August 2016. Other proposals include plans in Ipswich by BT, Cambridge University and University Campus Suffolk focused on future developments in ICT and the Internet of Things.</p>	
<p>Subject to the readiness conditions below, from the 2018/19 academic year onwards, to receive fully devolved Government budgets (calculated on a funding formula taking into account a range of demographic, educational and labour market factors) for 19+ education and training and to exercise within the Combined Authority area the functions of the Secretary of State under the following provisions of the Apprenticeship, Skills, Children and Learning Act 2009:</p> <ul style="list-style-type: none"> a) Section 86 except subsection (1)(b) b) Section 87 c) Section 88 (but not any power to make Regulations) d) Section 90 (but not any power to make Regulations) <p>Also relevant are the powers and duties under section 15ZA, 15ZB, 15ZC, 17A, 18A (1)(b), of the Education Act 1996 and the powers under sections 514A and 560A of that Act (duties and powers related to the provision of education and training for persons over compulsory school age). These powers shall be exercised by the Combined Authority concurrently.</p>	<p>The MCA would be ready to take on these additional powers and work with government to ensure their transfer is as efficient as possible. Following that it would be accountable (to central Government and locally) for the responsible allocation of funds to providers.</p>

Function	Rationale
Pursuant to the functions referred to above, to be responsible for allocations to providers and the outcomes to be achieved, consistent with statutory entitlements and proportionate requirements set by the Government.	
Apprenticeships	
<p>The Government recognises Norfolk and Suffolk's commitment to delivering more apprenticeships. The Combined Authority will assume responsibility for the Apprenticeship Grant for Employers (AGE). The AGE funding must be used alongside mainstream apprenticeship participation funding to incentivise employers to offer apprenticeships, but the Combined Authority is free to vary the criteria associated with the grant (e.g. size and sector of business) to meet local needs. The Skills Funding Agency will work with the Combined Authority to identify an appropriate share.</p>	<p>Development of a more responsive training offer and increase in the proportion of young people and adults that are completing the high level qualifications that employers need is important for Norfolk and Suffolk.</p> <p>Growing the market for apprenticeships will be central to this approach and we will build on our existing activity to assume responsibility over apprenticeship brokerage activities targeted at SMEs and raising the profile of apprenticeships amongst young people, parents and their advisers.</p>
<p>The Combined Authority and the Government will collaborate to maximise the opportunities presented by the introduction of the apprenticeship reforms, including the levy, and to work together on promoting the benefits of apprenticeships to employers in order to engage more small businesses in the apprenticeship programme. The Combined Authority will explore the potential of introducing an Apprenticeship Training Agency to the area, funded through local resources</p> <ul style="list-style-type: none"> a) Apprenticeships, Skills, Children and Learning Act 2009 s.122 b) Education and Skills Act 2008 c) Employment and Training Act 1973 s.2, s.10A 	

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Function	Rationale
<p>The Combined Authority will work with the Department for Work and Pensions (DWP) to establish a locally integrated employment services which join together the elements of the employment system to achieve better outcomes. This includes:</p> <ul style="list-style-type: none"> a) The Combined Authority committing to work with the Government to ensure all young people are either earning or learning including supporting Jobcentre Plus in the delivery of the Youth Obligation from April 2017. b) The Government committing to ensuring all young people are either earning or learning and to exploring opportunities for links with local employment services to support this aim, including building in good practice from the present local MyGo service and other local provision. <p>The Combined Authority commits to supporting the Youth Obligation by utilising strong local links to business to create work-related training and labour market opportunities for young people including encouraging the provision of apprenticeships and work placements in the local community. It will also work with the Government to investigate the potential for social investment, in particular Social Impact Bonds, for disadvantaged young people not in education, employment or training who may not be in receipt of support from Jobcentre Plus.</p>	<p>Our vibrant economy has the potential to offer high value, secure and sustainable jobs to everyone who lives here. However, unless we unlock the potential of young people – their abilities, their ideas, their energy and their passion – we will not achieve that ambition.</p> <p>To do that we need to provide a system which supports every young person, proportionate to need, to make a successful transition from education to work and which prevents anyone from ‘falling through the net’.</p> <p>The MCA will build on existing successes, such as the MyGo Youth Employment Project in Ipswich, to deliver the Government’s Youth Obligation through a New Anglia Youth Pledge. The Pledge will ensure that every young person aged 16-24 is earning or learning.</p>
<p>The Combined Authority will work with DWP to co-design the new National Work and Health Programme designed to focus on those with a health condition or disability and the very long term unemployed.</p>	<p>Despite falling unemployment and a range of nationally commissioned employment programmes, many of our most vulnerable residents, including those suffering from mental health conditions, remain a long distance from the labour market.</p>

Function	Rationale
<p>The respective roles of DWP and the Combined Authority in the co-design will include:</p> <ul style="list-style-type: none"> a) DWP sets the funding envelope, the Combined Authority can top up if they wish to, but are not required to. b) The Combined Authority will set out how it will join up local public services in order to improve outcomes for this group, particularly how it will work with the Clinical Commissioning Groups/third sector to enable timely health-based support. There will be a particular focus on ensuring the integration of the new programme with local services, in order to ensure that national and local provision works well together, and opportunities for greater integration are identified and levered. <p>DWP set the high-level performance framework and will ensure the support appropriately reflects labour market issues. The primary outcomes will be to reduce unemployment and move people into sustained employment. The Combined Authority will have some flexibility to determine specific local outcomes that reflect local labour market priorities; these outcomes should be complementary to the ultimate employment outcome. In determining the local outcome(s) the Combined Authority should work with DWP to take account of the labour market evidence base and articulate how the additional outcome(s) will fit within the wider strategic and economic context and deliver value for money.</p> <ul style="list-style-type: none"> d) Before delivery commences, DWP and the Combined Authority will set out an agreement covering the respective roles of each party in the delivery and monitoring of the support, including a mechanism by 	<p>The MCA and relevant local partners will work with Government to improve outcomes for 'hard to help' groups, including claimants of Employment Support Allowance through a more effective, integrated employment support offer with health, housing and other partners.</p> <p>The MCA will make co-commissioning with Government simpler as it provides a strategic view and accountability across Norfolk and Suffolk.</p>

Function	Rationale
<p>which each party can raise and resolve any concern that arise.</p> <p>e) DWP will facilitate protocols for data sharing and transparency by tackling some of the obstacles and developing solutions to enable the Combined Authority to develop a strategic needs assessment for the area.</p> <p>The Combined Authority will co-commission the Work and Health programme with DWP. The respective roles of DWP and the Combined Authority will include:</p> <p>a) DWP sets the contracting arrangements, including contract package areas, but should consider any proposals from the Combined Authority on contract package area geography.</p> <p>b) The Combined Authority will be involved in tender evaluation.</p> <p>Providers will be solely accountable to DWP, but DWP and the Combined Authority's above-mentioned agreement will include a mechanism by which the Combined Authority can escalate to DWP any concerns about provider performance/breaching local agreements and require DWP to take formal contract action where appropriate</p> <p>The relevant powers in this regard include the:</p> <ul style="list-style-type: none"> • Apprenticeships, Skills, Children and Learning Act 2009 s.122 • Education and Skills Act 2008 • Employment and Training Act 1973 s.2, s.10A • Social Security (Claims and Information) Regulations 1999 (SI 1999/3108) • Social Security (Information-sharing in relation to Welfare Services etc.) Regulations 2012 (SI 2012/1483) 	

Function	Rationale
<ul style="list-style-type: none"> Welfare Reform Act 2012 s.131 Welfare Reform and Pensions Act 1999 	
Further Activity to Improve Life Chances	
The Combined Authority will set out how it will join up local public services across health, skills and employment in order to improve outcomes, particularly how it will work with local Clinical Commissioning Groups/third sector organisations and NHS England / the Health and Work Unit nationally to enable timely health-based support.	Having the MCA to coordinate this activity across Norfolk and Suffolk as well as consider implications for neighbouring areas (particularly Cambridgeshire and Essex, given the Sustainability and Transformation Plan footprints) will be make this work more efficient and effective. It also provides clarity for national agencies in terms of negotiating effective solutions.
DWP will work with the Combined Authority and other partners to put in place workable data sharing arrangements which enable the integration of services and reduce duplication in order to support more people into work.	Whilst there is a strong history of collaborative working across Norfolk and Suffolk, previous collaborations have indicated the importance of having workable data sharing in order to maximise the benefits of joined up working.
Career and Pay Progression	
The Government will work with the Combined Authority to ensure that local priorities are fed into the provision of career advice, through direct involvement and collaboration with the Government in the design of local careers and enterprise provision for all ages, including continued collaboration with the Careers and Enterprise Company and the National Careers Service.	Currently a significant proportion of people ending a claim for out of work benefits will reclaim within six months and many more within two years. We want to ensure that people are better off in work than claiming benefits and with Job Centre Plus to work with individuals to help them stay in employment and - where appropriate - support and encourage them to increase their earnings.
The Combined Authority will develop a business case for an innovative pilot to support career and pay progression for those claiming Universal Credit. The business case will set out the evidence to support the proposed pilot, cost and benefits and robust evaluation plans to enable the proposal to be taken forward, subject to Ministerial approval and an agreed investment plan.	Under devolution, the MCA will have established a new ongoing relationship with Government that will allow for exploration of future proposals such as business cases for pilots or additional devolution of powers. This is important to ensure it continues to drive growth, reform public services and deliver the best possible outcomes for local people and places.
Business Support	

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Function	Rationale
<p>The Government will participate in and support the work of The Norfolk and Suffolk Productivity Commission, as a National Pilot Project to improve the productivity of the local economy by:</p> <ul style="list-style-type: none"> a) Examining the productivity challenges facing local key sectors and the definition of productivity in each sector b) Examining best practice locally, nationally and globally, at tackling these challenges c) Building on the Government's 10-point plan for rural productivity d) Assessing how central and local policies are assisting with the productivity challenges and how they can be made to work better e) Developing a Productivity Plan bringing together best practice and policy recommendations f) Overseeing implementation of the plan and evaluate its impact g) Making available findings and actions for roll-out in other parts of the country h) The Norfolk and Suffolk Productivity Commission will be chaired by a senior business figure, co-ordinated by the LEP, funded by local partners and able to capitalise on business-led sector group structures established by the LEP. 	<p>One of the key barriers to Norfolk and Suffolk realising its potential and increasing growth is poor infrastructure. Norfolk and Suffolk's infrastructure has been less of a priority for successive Governments. Improving connectivity is vital in realising the area's economic potential and raising its economic contribution both nationally and internationally.</p> <p>We have developed an ambitious pipeline of transformative projects which can deliver more growth, create more jobs and unlock much more growth. Our main challenge is that many of these projects are large. They do not form part of the Highways England network and therefore cannot form part of their investment plan – but are too large to be funded by Growth Deals. This problem is compounded by annual funding settlements, making longer term investment very difficult.</p> <p>Therefore, working with senior local and national stakeholders, the Commission will look at improving productivity at the local level by understanding local root causes of poor productivity and implement a clear action plan of rapid change. This would be a national pilot, enabling Government and local partners to utilise the Norfolk and Suffolk economy to test and evaluate measures to improve productivity, which can then be transferred to other areas. It will ensure that the Productivity Fund proposed in the Assets and Infrastructure section is used to maximum benefit.</p>
<p>Local partners will successfully deliver the New Anglia Enterprise Zone (EZ) and the extension to the Great Yarmouth and Lowestoft Enterprise Zone as announced on 25 November following the 2015 application round. DCLG will agree with the LEP memoranda of understanding about the high level management and delivery of both the new EZs and the extension. The Government commits to supporting local</p>	<p>Suffolk and Norfolk is already home to a thriving Enterprise Zone in Great Yarmouth and Lowestoft at the heart of our all-energy coastline. The new Enterprise Zone announced in the Autumn Statement (November 2015) created ten new sites across the East giving businesses locally, nationally and internationally the tools to begin a new venture or move their ideas forward and help create even greater momentum, wealth and success. Key locations across Suffolk and Norfolk include King's Lynn in the west and Wells-next-the-Sea in the north, along the A14 corridor with Stowmarket and Bury St Edmunds and helping us shape our Ipswich Vision</p>

Function	Rationale
partners in promoting and supporting the delivery of the Enterprise Zone as well as considering any further proposals subject to future funding rounds.	in the south. They will be a magnet for inward investment helping create thousands of jobs, enterprise and prosperity for their communities and our wider economy.
The LEP will continue to deliver a strong Growth Hub, providing business support tailored to meet local needs across Norfolk and Suffolk. The Government will provide funding to help embed the Growth Hub in 2016/17 and 2017/18.	<p>The New Anglia Growth Hub is a central point for businesses and individuals across Norfolk and Suffolk, and provides a simple and easy route to business support. New Anglia Local Enterprise Partnership secured funding for the Growth Hub as part of the Ipswich and Norwich City deals, that will drive growth and investment across Suffolk and Norfolk. The Growth Hub is operated by Suffolk Chamber of Commerce on behalf of New Anglia LEP.</p> <p>The New Anglia Growth Hub is supported by a range of partners, including the Federation of Small Businesses, Eastern Enterprise Hub and Norfolk and Suffolk Local Authorities, and was one of the first Growth Hubs in England.</p>
<p>The Combined Authority, Constituent Authorities and LEPs commit to greater alignment of economic development resources to maximise impact of support for businesses and ensure the most efficient and effective use of public funding. This will include agreeing joint objectives to support the delivery of the Strategic Economic Plans and local plans and explore the pooling of staffing and resources.</p>	<p>The MCA will provide coherent, strategic decision making and a framework for key issues of strategic significance and enable easier join up with neighbouring authorities where relevant, for example, transport, infrastructure and skills. In improving the exercise of statutory functions, it will, where appropriate, integrate existing resources.</p>
<p>The Government recognises the work of the New Anglia Oil and Gas Task Force, established to support the businesses and employees who are being affected by the recent downturn in the oil and gas sector. The New Anglia Task Force will provide intelligence on the state of the local sector to the Government's Inter Ministerial Group, to help shape national policy to support for the sector. The Government will engage with the Task Force to ensure that UK Oil and Gas workforce plan which is currently under development aligns with and enhances measures being taken locally.</p>	<p>The LEP's Oil and Gas Taskforce was set up last year in response to the significant challenges facing the sector in Suffolk and Norfolk. The dramatic drop in the oil price has impacted on the confidence and investment plans of major energy firms, resulting in job losses and cost-cutting across the industry. the Taskforce which includes local MPs, business leaders, Jobcentre Plus, and local authorities, has agreed a package of measures prioritising three key areas:</p> <ul style="list-style-type: none"> • Oil and gas businesses • Oil and gas employees and skills • Continuing to campaign to Government

Function	Rationale
<p>The LEP and the Combined Authority commit to working with UKTI, strengthen joint working to increase inward investment and exporting. Local partners will invest in a concerted campaign to help more businesses, particularly smaller companies, export.</p>	<p>To unlock the potential in our key sectors and to create new jobs and businesses requires focussed investment by local partners and Government to improve the area’s infrastructure and ensure business has a supply of skilled workers and the right support to grow. This is key to delivering the shared ambition to make Norfolk and Suffolk fulfil its potential to increase our contribution to UK growth and establish our position as a global leader in the 3rd industrial revolution.</p>
<p>The LEP, the Growth Hubs and Constituent Authorities will work with the Government to develop a strategic approach to regulatory delivery, building on the "Better Business for All" national programme which will remove regulatory barriers to growth for businesses.</p>	
<p>The Government supports the vision for innovation set out by Norfolk and Suffolk and recognises the importance of the delivery of this vision for the region’s future economic growth. The government will offer the Combined Authorities expert advice and support through the Smart Specialisation Advisory Hub, and associated workshops, to support activities part-funded by the European Regional Development Fund. The Government also recognises Norwich’s growing capability in the area of food and health research, as evidence by the announcement of the Quadram Institute in Budget 2016, and would be interested in the area’s views on how Norfolk and Suffolk can capitalise on this strength.</p>	
Health and Social Care	
<p>East Anglia faces significant demographic challenges that are putting pressure on resources now and in future years. For example, the population of the area contains more residents over the age of 75 than the average for England and this group is expected to continue to grow significantly.</p> <p>Local progress has already been made towards greater integration of health and social care in Norfolk and Suffolk</p>	<p>The current system does not adequately support people to live as positive and independent lives as possible. This is bad for our people and offers poor value for money. The current system is not financially sustainable both in terms of public service spending and demographic pressures facing Suffolk and Norfolk. We want to shift financial incentives and planning towards activities that maintain health rather than just treat ill health.</p> <p>If we succeed we will not only have stemmed the increasing demand for high end in patient services but actually reduced it. We are seeing significant increases in hospital activity this year, we think we can turn this trend around to a 3% reduction in 5 years, achieved through working on two fronts, preventing people from</p>

Function	Rationale
<p>where they have developed local integrated services that support and improve the delivery of health and social care for people in their areas.</p> <p>There is appetite to build on these foundations and make further progress on health and social care integration in order to deliver the Spending Review commitment to integrate health and social care by 2020, and to make the most efficient and effective use of public resources to meet the demographic challenges that lie ahead. Integrating such complex services will require re-shaping the whole system, which can only be achieved through careful planning, a shared vision and strong co-operation between local partners. This Devolution Deal signals a commitment to take forward the goal of improving local services and building resilience for future generations.</p> <p>To deliver this shared vision, partnerships between local authorities, clinical commissioning groups, service providers and other local partners will need to be strengthened significantly. Therefore, these parties will work together, with the Combined Authority and with support from the Government, NHS England and other national partners as appropriate, to support each of the counties through their Sustainability and Transformation Planning process to set out plans for moving progressively towards integration of health and social care, bringing together local health and social care resources to improve outcomes for residents and reduce pressure on Accident and Emergency and avoidable hospital admissions.</p>	<p>becoming ill as well as treating illness earlier and better, out of hospital. With proper join up we could crack delays for people who are ready to go home, designing sensible services that enable people to live as independently as they can having a significant positive impact on delayed transfers of care.</p> <p>We want to continue to develop an integrated system that is designed around our residents to keep them safe, healthy and cared for and through our economic ambition offer more opportunity to unlock their potential to live independently and well for as long as possible. Our residents don't care about traditional service boundaries, just that they are as independent as possible and get help when they need it and this remains our biggest priority to deliver.</p>

Function	Rationale
NHS England and local organisations will remain accountable for meeting the full range of their statutory duties.	
Public Service Reform	
The Government and the Combined Authority will work with relevant central and local statutory and non-statutory sector partners to explore innovative and integrated approaches to redesigning sustainable public services across Norfolk and Suffolk with a focus on prevention and early help	<p>Our Devolution Proposal is broad and ambitious. It makes the links between people, their health, wellbeing and safety; and Places, the infrastructure, housing and connectivity which is essential to Productivity. Achieving this requires a commitment to a new long-term relationship between central and local government and a joint approach to long-term investment which provides the confidence for local businesses to deliver the growth we need in Suffolk and Norfolk, and more generally for the benefit of UK plc. Our contribution to the devolution revolution can be characterised by:</p> <ul style="list-style-type: none"> • A new relationship between central and local government • Increased productivity in both the private and public sectors • Maximising the potential of our people and places • Helping the UK become a global economic powerhouse
The Combined Authority is accountable to local people for the successful implementation of the Devolution Deal; consequently, the Government expects the Combined Authorities to monitor and evaluate their Deal in order to demonstrate and report on progress. The Cities and Local Growth Unit will work with the Combined Authorities to agree a locally resourced monitoring and evaluation framework that meets local needs and helps to support future learning. This framework must be approved to the DCLG Accounting Officer prior to delivery.	The MCA will be accountable to central Government but also local people. It will also be subject to its Overview and Scrutiny Committee and Audit Committee.
The Combined Authority will be required to evaluate the additional £25 million per annum of funding for 30 years, which will form part of and capitalise the Combined Authority single pot. The £25 million per annum fund will be subject to:	<p>The single pot is vital to achieving Norfolk and Suffolk's ambition to increase its contribution to UK growth and establish our position as a global leader.</p> <p>It will be the MCA's responsibility to ensure that the single pot, along with its additional devolved powers and other funding are used in the most effective, transparent and appropriate way.</p>
a) Gateway assessments for the £25 million per annum scheme. The Combined Authorities and the Government will jointly commission an independent assessment of the economic benefits and economic impact of the	

Function	Rationale
<p>investments made under the scheme, including whether the projects have been delivered on time and to budget. This assessment will be funded by the Combined Authorities, but agreed at the outset with the Government, and will take place every five years. The next five year tranche of funding will be unlocked if the Government is satisfied that the independent assessment shows the investment to have met the objectives and contributed to national growth;</p> <p>b) The gateway assessment should be consistent with the HM Treasury Green Book, which sets out the framework for evaluation of all policies and programmes, and where relevant with the more detailed transport cost-benefit analysis guidance issued by the Department for Transport (DfT). The assessment should also take into account the latest developments in economic evaluation methodology; and</p> <p>The Government would expect the assessment to show the activity funded through the scheme represents better value for money than comparable projects, defined in terms of a Benefit to Cost ratio.</p>	

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Appendix C

Scheme for a Norfolk and Suffolk Combined Authority

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INTRODUCTION

The Norfolk and Suffolk Combined Authority will work with the Local Councils, LEPs, Government departments and agencies, ports, universities, third sector and business to grow the local and national economy whilst improving the life chances and quality of life of people across the region. This scheme sets out a number of core initiatives:

- A step change in infrastructure delivery with an integrated approach to planning of roads, rail and digital connectivity alongside land for new housing and business;
- The Constituent Authorities recognise and have agreed to the double devolution of powers to local areas working with the Mayor and the Combined Authority to take responsibility and accountability for delivery in their own areas to align with the regional strategic ambition;
- Making East Anglia the UK's truly connected region in respect of communications and transport connections, linking research-based growth in the major towns and cities with even the most rural villages. Improvements to road and rail infrastructure and using smart ticketing will make it easier for residents to participate fully in the economy across transport modes;
- Devising new models of private/public infrastructure and housing funding to fund strategic capital infrastructure;
- A new partnership between the Universities and Further Education providers in the region to drive a programme of co-ordinated skills and educational improvement to deliver the knowledge based economy.
- Areas of joint collaboration with Cambridgeshire and Peterborough, including strategic issues of scale, such as transport, skills and key sectors, eg agri-tech, as well as other areas that represent economic growth opportunities

The Combined Authority will comprise an elected Mayor and an elected member from each Constituent Authority appointed in accordance with the scheme set out below and shall include a representative from the New Anglia Local Enterprise Partnership for Norfolk and Suffolk "the LEP". The Mayor and the Combined Authority shall work closely together to deliver the vision and aims. The Mayor shall also be represented on the LEP.

The Combined Authority is a:

- Local authority for many purposes of the Local Government Act 1972, in particular sections 101 and 102 (arrangements for the discharge of functions by the local authorities) in conjunction with the powers of the Constituent Authorities to work jointly with the Combined Authority under sections 9EA and 9EB of the Local Government Act 2000; Part VA provisions on access to information; and for the purpose of the power of a Minister of the Crown to pay grants;
- Best value authority for the purpose of section 1 Local Government Act 1999; and
- Public body for the purpose of the Freedom of Information Act 2000.

The Combined Authority's responsibilities will include:

- A multi-year, consolidated and devolved local transport budget;
- A new Key Route Network of local authority roads to be managed and maintained by the Combined Authority;
- Strategic planning, creating a non-statutory spatial framework;
- Increasing new homes delivery;

- A £25 million a year funding allocation over 30 years, to boost growth;
- Through one of its Members, chairing an area-based review of 16+ skills provision and, from 2018/19, devolved 19+ adult skills funding;
- Jointly with government, co-designing the new National Work and Health Programme, to focus on those with a health condition or disability and the very long term unemployed; and
- Such further responsibilities and powers as may be agreed from time to time and included in future legislation.

The components of this Scheme will be reflected in a Mayoral Combined Authority Order to be laid before Parliament by the Secretary of State, provided the Scheme satisfies the tests of the Secretary of State for Communities and Local Government.

In relation to the costs of the Combined Authority the Constituent Authorities have agreed the principle that the Combined Authority's costs will be met as far as possible from existing resources. The statutory officers and support to the Combined Authority will be provided by the Constituent Authorities.

In relation to Mayoral costs the agreed intention of the Constituent Authorities is that the £25 million per annum funding allocation will be invested so as to leverage additional financial benefit for the Combined Authority which will, after an initial investment period, exceed the Mayoral costs arising from the creation of a Combined Authority.

Where there is any inconsistency between the nature of and responsibility for the functions set out in the Appendices to this Scheme and the Norfolk and Suffolk Devolution Agreement entered into between the Councils in Norfolk and Suffolk and Government Ministers, the Norfolk and Suffolk Devolution Agreement shall prevail.

1 ESTABLISHMENT OF THE COMBINED AUTHORITY

- 1.1 A Mayoral Combined Authority shall be established pursuant to section 103 of the Local Democracy, Economic Development and Construction Act 2009 ("LDEDCA"). It shall come into existence on 1 March 2017 or the day after the Order is made, whichever is the later.

2 AREA OF THE COMBINED AUTHORITY

- 2.1 Subject to the consent of the Councils, the Combined Authority's area shall cover the areas of the following Councils:

- (a) 7Babergh District Council
- (b) Breckland District Council
- (c) Broadland District Council
- (d) Forest Heath District Council
- (e) Great Yarmouth Borough Council
- (f) Ipswich Borough Council
- (g) King's Lynn and West Norfolk District Council
- (h) Mid-Suffolk District Council
- (i) Norfolk County Council
- (j) North Norfolk District Council
- (k) Norwich City Council
- (l) St Edmundsbury Borough Council
- (m) South Norfolk District Council
- (n) Suffolk Coastal District Council
- (o) Suffolk County Council
- (p) Waveney District Council.

Each of the above authorities shall be a "Constituent Authority" of the Combined Authority.

3 NAME OF THE COMBINED AUTHORITY

- 3.1 The name of the Combined Authority will be the Norfolk and Suffolk Combined Authority.

4 MEMBERSHIP

- 4.1 The Combined Authority shall consist of the Members as set out below:

- 4.1.1 The Mayor elected for the Combined Authority;
- 4.1.2 An elected member appointed by each of the Constituent Authorities;
- 4.1.3 A nominee of the New Anglia LEP; and

4.1.4 Such other non-voting Non-Constituent Members as may be admitted to the Combined Authority from time to time by the full Constituent Authority Membership.

4.2 The expression "Member" shall include all of the above.

4.3 Each organisation entitled to appoint a Member shall be entitled to appoint a Substitute Member, who shall have the same decision-making authority and voting rights as the person in whose place they are acting.

5 DIRECTLY ELECTED MAYOR

5.1 There shall be a directly elected Mayor for the area of the Combined Authority pursuant to section 107A of the LDEDCA ("the Mayor"). The Mayor will be elected in May 2017. The provisions of Schedule 5B of LDEDCA shall apply subject to paragraph 5.2 below.

5.2 The term of office of the Mayor elected in May 2017 shall be four years. Each subsequent election shall take place in each fourth year thereafter on the same day of ordinary election and the term of office of the elected Mayor shall be four years.

5.3 The Mayor shall appoint one of the Members of the Combined Authority to be the Deputy Mayor in accordance with section 107C of LDEDCA and the Deputy Mayor shall:

- a) hold office until the end of the term of office of the Mayor subject to paragraph b) below;
- b) cease to be Deputy Mayor if at any time the Mayor removes him or her from office, he or she resigns as Deputy Mayor or ceases to be a Member of the Combined Authority;
- c) act in the place of the Mayor if for any reason the Mayor is unable to act or the office of Mayor is vacant.

5.4 If a vacancy arises in the office of Deputy Mayor, the Mayor must appoint another Member of the Combined Authority to be the Deputy Mayor.

5.5 If for any reason the Mayor is unable to act or the office of Mayor is vacant; and the Deputy Mayor is unable to act or the office of Deputy Mayor is vacant, the other Members of the Combined Authority must act together in place of the Mayor, taking decisions by a simple majority.

6 MEMBER REPRESENTATIVES

6.1 Each Member representative will act in the best interests of the Combined Authority as a whole, taking into account all relevant matters.

6.2 Where a Member or Substitute Member ceases (for whatever reason) to be a Member of or otherwise represent the organisation that appointed or nominated them, then that Member representative will cease to be a Member of the Combined Authority and the organisation shall appoint a replacement Member as soon as possible.

6.3 A Member or Substitute Member may resign by giving written notice to the Proper Officer of the Constituent Authority that appointed them or the LEP as the case may be. The relevant Constituent Authority or LEP shall notify the Combined Authority forthwith of any such resignation.

6.4 Where a Constituent Authority's Member or Substitute Member appointment ceases, the relevant Constituent Authority shall give notice of the appointment of another of its elected members in that person's place as soon as possible. Where a LEP Member or Substitute Member's appointment ceases, the LEP shall nominate another of its Directors in that person's place as soon as possible. Such nominated Director shall become a Member or Substitute Member as the case may be from the date on which written notice of nomination by the LEP is received by the Combined Authority.

6.5 Each organisation shall at any time be entitled to terminate the appointment of a Member or Substitute Member appointed to the Combined Authority and replace that Member or Substitute Member at any

time by giving not less than 14 days written notice to the Combined Authority and the termination and replacement shall take effect on the expiry of such notice.

7 CONDUCT OF MEMBERS

- 7.1 Members will at all times observe the Code of Conduct for Members which will be set out in the Constitution of the Combined Authority.

8 CHAIR

- 8.1 Until the taking up of the office of directly elected Mayor, the Chair of the Combined Authority shall be appointed by the Combined Authority from among its Constituent Authority Members.
- 8.2 From the point at which he or she takes office, the Mayor will act as Chair of the Combined Authority.
- 8.3 The Mayor shall appoint the Deputy Mayor as vice chair of the Combined Authority.

9 CO-OPTEES

- 9.1 The Combined Authority may co-opt additional non-voting representatives to the Combined Authority from time to time and shall determine their rights to participate.

10 EXPENSES

- 10.1 LEP and Constituent Authority Members of the Combined Authority shall not be entitled to remuneration but may be reimbursed for reasonable travel, subsistence and out of pocket expenses by the appointing organisation from time to time.

11 DECISION MAKING

- 11.1 The discharge of the functions of the Combined Authority will be subject to the constitutional arrangements and the overview and scrutiny arrangements set out below. The Combined Authority will operate through thematic, geographic and/or district clusters, to be determined by the Combined Authority through its Constitution in due course. The formation of such clusters is to ensure that the delivery of functions exercisable by the Mayor and/or Combined Authority will be exercised at the appropriate local geographies primarily based on functional economic areas and travel to work areas. Existing delivery bodies, for example relating to the Greater Norwich and Greater Ipswich City Deal areas, will be utilised rather than create new bodies.
- 11.2 The Combined Authority may delegate functions other than those reserved to it under paragraph 16.2 to a committee or sub-committee of the Combined Authority (or to officers or another authority) to be established under the Constitution, reflecting the clusters referred to in paragraph 11.1.
- 11.3 The Mayor and the other Members of the Combined Authority will be required to work closely together. Specifically:
- a) the Mayor will provide overall leadership and chair Combined Authority meetings;
 - b) the committee chairs will act as a supporting and advisory function to the Mayor in respective policy areas;
 - c) the Mayor will also be a member of the LEP recognising the importance of the LEP's role and the private sector in any growth strategies or delivery.
- 11.4 In establishing committees under the Constitution Constituent Authorities directly affected by matters in the terms of reference of any such committee or sub-committee shall be represented on such committee or sub-committee.

- 11.5 The Mayor and the Combined Authority may together, acting by simple majority, agree to establish and participate in Joint Committees with other Combined Authorities or Sub-National Transport bodies to promote the achievement of the Devolution Agreement, deliver benefits for the area and improved opportunities and services and may delegate highways and transport functions to such a Joint Committee; provided that the voting majority includes any Constituent Authority that may be directly affected by a decision of a proposed Joint Committee.

12 COMBINED AUTHORITY FUNCTIONS

- 12.1 The Combined Authority shall be permitted to exercise any of the functions of the Constituent Authorities concurrently. Any such functions shall only be exercised with the agreement of a simple majority of the Constituent Authorities, to include the Constituent Authority whose functions are to be exercised by the Combined Authority.

13 FUNCTIONS OF THE MAYOR

- 13.1 The functions devolved from Central Government set out in Appendix A to this Scheme shall be functions of the Mayoral Combined Authority that are exercisable only by the Mayor ("the Mayoral Functions") subject to the Combined Authority's ability to veto as set out in paragraph 14.
- 13.2 In exercising the Mayoral Functions the Mayor shall have the powers in section 113A of LDEDCA subject to the limitations that apply under section 113B of LDEDCA.
- 13.3 Chapter 1 of Part 1 of the Localism Act 2011 (which confers a general power of competence on local authorities) shall not be applied to the Mayor.
- 13.4 The Mayor shall not be given a power to direct under section 88 of the Local Transport Act 2008.
- 13.5 The Mayor shall exercise the Mayoral Functions concurrently with the Secretary of State (as regards transport functions) and the relevant public authority (as defined in section 105A(9) of LDEDCA) as regards other functions.

14 EXERCISE OF THE MAYORAL FUNCTIONS

- 14.1 The Mayor shall arrange for the exercise of the Mayoral Functions in accordance with section 107D(3)(a) and (b) of LDEDCA.
- 14.2 The development and approval of the Mayor's budget shall be governed by paragraph 21 of this Scheme.
- 14.3 Before a decision is taken by the Combined Authority on the approval of any strategy falling within the remit of the Mayor under the Mayoral Functions, whether that approval is to be given by the Mayor directly or otherwise, the Mayor shall consult the Combined Authority and:-
- a) The spatial framework and any supplementary planning documents referred to in paragraph 2.1 of Appendix A shall require the unanimous approval of the Constituent Authority Members of the Combined Authority;
 - b) the Transport Plan referred to in paragraph 1.6 of Appendix A and any spending plans or plans for the allocation of transport-related funding shall be treated as rejected if a two thirds majority of the Constituent Authority Members of the Combined Authority vote to modify or reject the Transport Plan and associated spending, provided that any decision to reject or modify the Transport Plan or budget includes the Combined Authority Members from each of Norfolk and Suffolk County Councils; and
 - c) any other strategy or spending plans shall be treated as rejected if a two thirds majority of the Constituent Authority Members of the Combined Authority vote to reject such a plan provided that any Constituent Authority directly affected by such a strategy or plan and present and able to vote at the meeting must be part of the deciding vote's majority for that rejection decision to carry (unless they abstain).

14.4 The Mayor may prepare a new plan or budget where any plan or budget is rejected in accordance with the provisions set out in paragraph 21.

14.5 A Constituent Authority shall be considered to be 'directly affected' by a strategy or plan if that Constituent Authority has statutory responsibilities in relation to the subject matter of the strategy or plan.

15 FUNCTIONS OF THE COMBINED AUTHORITY

15.1 The Combined Authority shall have the functions set out in Appendix B to this Scheme.

15.2 Chapter 1 of Part 1 of the Localism Act 2011 (which confers a general power of competence on local authorities) shall be applied to the Combined Authority by order of the Secretary of State pursuant to section 113D LDEDCA.

15.3 The Combined Authority shall have the wellbeing power contained in section 99 of the Local Transport Act 2008 by virtue of Section 102A of that Act which can be exercised in conjunction with the general powers granted to it by section 113D of the LDEDCA

15.4 The Combined Authority shall not be given a power to direct under section 88 of the Local Transport Act 2008.

15.5 The Combined Authority shall exercise the Combined Authority's functions concurrently with the Secretary of State (as regards transport functions) and the relevant public authority (as defined in section 105A(9) of LDEDCA) as regards other functions.

15.6 The Combined Authority shall have the power to borrow for a purpose relevant to any of its functions as contained in sections 1 and 23(5) of the Local Government Act 2003 as amended by section 9(3) of the Cities and Local Government Devolution Act 2016.

16 PROCEEDINGS OF THE COMBINED AUTHORITY

16.1 Sections 101 and 102 of the Local Government Act 1972 apply to the Combined Authority in the exercise of its functions so that the Combined Authority shall have the power to delegate its functions to a committee or sub-committee of the Combined Authority or to an officer or another authority.

16.2 Notwithstanding paragraphs 11.4, 11.5 and 16.1 the following decisions shall only be taken in a meeting of the full Combined Authority:

- a) approval of the borrowing limits, treasury management strategy including reserves, investment strategy, borrowing and budget of the Combined Authority including the amount of any expenses to be met by the Constituent Authorities under paragraph 20 of this Scheme;
- b) approval of the Combined Authority Standing Orders and any amendments to them (other than to reflect minor drafting improvements or legislative changes);
- c) appointing the Chair of the Combined Authority pending the Mayor taking office;
- d) approving the establishment of Committees, their terms of reference and composition, making and accepting appointments to them including the Overview and Scrutiny Committee referred to in paragraph 17 of this Scheme and the Audit Committee referred to in paragraph 18 of this Scheme made by Constituent Authorities;
- e) the making of any decision referred to in paragraph 14.3 of this Scheme;
- f) the making of proposals to the Secretary of State for the conferring on the Combined Authority of additional functions or powers;

- g) approval of the making of arrangements for the exercise of the functions of any Constituent Authority;
 - h) admission of any body to non-constituent participation in the Combined Authority;
 - i) the giving or not giving of consent to the making of any Order by the Secretary of State in relation to the Combined Authority under any legislation including LDEDCA;
 - j) appointment and dismissal of the Head of Paid Service, Monitoring Officer and the officer with responsibility for the proper administration of the Combined Authority's financial affairs.
- 16.3 All decisions of the Combined Authority shall be decided by a majority of those voting Members present and voting, subject to that majority including the vote of the Mayor, subject to paragraphs 16.4 to 16.8 below or unless otherwise set out in legislation or specifically delegated through the Authority's Constitution.
- 16.4 Questions on the matters referred to in paragraphs 16.2a), 16.2b), 16.2d) and 16.2f) to 16.2j) inclusive and any other matters determined by the Combined Authority and set out in its Standing Orders require a unanimous vote in favour by all Constituent Authority Members (or Substitute Members acting in place of those Members) to be carried.
- 16.5 The Combined Authority may in its Standing Orders make provision for special majority voting arrangements on specified reserved decisions or types of decisions in recognition that some decisions made by the Combined Authority could have a significant impact on some or all of the Constituent Authorities and that the democratic mandate of each Constituent Authority should be respected and preserved. Such special majority voting arrangements may include arrangements based on the principle that Constituent Authorities directly affected by a decision must be part of the majority in order for that decision to carry.
- 16.6 Special majority voting arrangements contained in the Combined Authority's Constitution may not vary the voting arrangements set out in paragraph 14.3 of this Scheme.
- 16.7 Changes to the Combined Authority's Constitution, other than changes required by legislation or minor drafting or consequential amendments, shall require a unanimous vote.
- 16.8 The quorum of the Combined Authority is 7 voting Members or Substitute Members provided that quorum includes a district member and a county member from each of Suffolk and Norfolk. The quorum for a committee or sub-committee of the Combined Authority shall be determined by the Combined Authority when establishing it.
- 16.9 Each voting Member shall have one vote.
- 16.10 The Mayor shall have no casting vote.
- 16.11 If a vote is tied it is deemed not to have been carried and provisions for deadlock will be set out in the Constitution.
- 16.12 Proceedings shall not be invalidated by any vacancy amongst the Combined Authority's Members or by any defect in the appointment or qualification of any Member.

17 OVERVIEW AND SCRUTINY

- 17.1 There shall be an Overview & Scrutiny Committee of the Combined Authority pursuant to Schedule 5A of LDEDCA to exercise scrutiny functions over the Combined Authority.
- 17.2 Each Constituent Authority shall appoint one elected member to the Overview & Scrutiny Committee.
- 17.3 Overview & Scrutiny Committee membership shall not include a Combined Authority Member (including the Mayor and the Deputy Mayor).

The Combined Authority shall appoint as Chair of the Overview and Scrutiny Committee an elected member of one of the Constituent Authorities who is not a member of a registered political party of which the Mayor is a member (if the Mayor is a member of a registered political party).

- 17.4 Each member on the Overview and Scrutiny Committee shall have one vote and there shall be no casting vote.
- 17.5 If a vote is tied it is deemed not to have been carried and provisions for deadlock will be included in the Constitution.
- 17.6 The Overview & Scrutiny Committee shall have power to:
- a) Require Combined Authority Members and Officers, including the Mayor and Deputy Mayor, to attend and answer questions;
 - b) Review or scrutinise decisions or other actions taken in connection with the discharge of any functions which are the responsibility of the Combined Authority or the Mayor;
 - c) Make reports or recommendations to the Combined Authority and the Mayor with respect to the discharge of any functions which are the responsibility of the Combined Authority or the Mayor;
 - d) Make reports or recommendations to the Combined Authority and the Mayor on matters that affect the Combined Authority's area or the inhabitants of the area;
 - e) In respect of any decision made but not implemented by either the Combined Authority or the Mayor, direct that the decision is not to be implemented while it is under review or scrutiny and to recommend that the decision be reconsidered, further details of which are set out in the Constitutional Documents.
 - f) Invite others to attend meetings of the Committee
- 17.7 Where the Overview & Scrutiny Committee makes a report it may also publish the report and require a response from the Combined Authority or the Mayor as the case may be, within a period of two months from receipt of the report.

18 AUDIT

- 18.1 The Combined Authority shall establish an Audit Committee pursuant to Schedule 5A of LDEDCA to fulfil the functions set out in paragraph 18.3.
- 18.2 The membership of the Audit Committee shall be determined by the Combined Authority but one member of the Committee shall be independent.
- 18.3 The Audit Committee will have the power to:
- a) Review and scrutinise the Office of the Mayor and Combined Authority's financial affairs;
 - b) Review and assess the Mayor and Combined Authority's risk management, internal control and corporate governance arrangements;
 - c) Review and assess the economy, efficiency and effectiveness with which resources have been used in discharging the Combined Authority's functions and the Mayoral Functions;
 - d) Make reports and recommendations to the Combined Authority and/or the Mayor in relation to any reviews carried out in relation to the matters stated above;
 - e) Receive any external audit report; consider the report and make recommendations to the Combined Authority or the Mayor, as appropriate; and
 - f) Approve the annual accounts of the Combined Authority.

19 RECORDS AND STANDING ORDERS

- 19.1 Proceedings and the names of Members present at meetings must be recorded. Such proceedings will be agreed as an accurate record by Members of the Combined Authority at the next or a subsequent meeting.
- 19.2 The Combined Authority may make Standing Orders and Procedure Rules and shall adopt relevant procedures as set out at the end of this Scheme.

20 FUNDING OF THE EXERCISE OF COMBINED AUTHORITY FUNCTIONS

- 20.1 The expenses of the Combined Authority that are reasonably attributable to the exercise of its functions (excluding Mayoral Functions) will be met by the Constituent Authorities; provided that the Combined Authority shall adhere to the principles set out in the Introduction in relation to such expenses.
- 20.2 The Combined Authority shall be a levying body under section 74 of the Local Government Finance Act 1988 and shall have the power to issue a levy to its Constituent Authorities in respect of the expenses referred to in paragraph 20.1, provided that the Combined Authority shall adhere to the principles set out in the Introduction in relation to such expenses. Such levy shall be apportioned between the Constituent Authorities in equal shares.
- 20.3 The Constituent Authorities have agreed the principle that the Combined Authority costs will be met as far as possible from existing resources. The Constitution will set out a process for agreeing how these will be met.
- 20.4 The Combined Authority shall agree an annual budget identifying its expenditure and sources of income including any amount payable by the Constituent Authorities under paragraph 20.1.

21 FUNDING OF THE EXERCISE OF MAYORAL FUNCTIONS

- 21.1 In the financial year 2017/18 the costs of the Mayor that are incurred in (or in connection with) the exercise of the Mayoral Functions will be met by the Constituent Authorities. Such costs shall be apportioned between the Constituent Authorities in equal shares that are based on relative population, provided that the Combined Authority shall adhere to the principles set out in the Introduction in relation to the Mayoral costs.
- 21.2 In any financial year following 2017/18 the costs of the Mayor that are incurred in (or in connection with) the exercise of the Mayoral Functions may be met from precepts issued by the Combined Authority under section 40 of the Local Government Finance Act 1992; provided that the Combined Authority shall adhere to the principles set out in the Introduction in relation to the Mayoral costs.
- 21.3 The Combined Authority will be a major precepting authority under section 39 of the Local Government Finance Act 1992 but only in relation to expenditure incurred by the Mayor in or in connection with the exercise of the Mayoral Functions.
- 21.4 Any mayoral costs incurred by Constituted Authorities will be treated as a loan to the Combined Authority repayable on the 3rd anniversary of the first Mayoral election.
- 21.5 The function of issuing a precept under Chapter 4 of Part 1 of the Local Government Finance Act 1992 shall (subject to the following provisions of this paragraph 21) be a function only exercisable by the Mayor acting on behalf of the Combined Authority.
- 21.6 The Mayor shall maintain a fund in relation to receipts arising and liabilities incurred in the exercise of the Mayoral Functions.
- 21.7 Prior to each financial year beginning with the financial year 2018/19 the Mayor shall follow a process for the development of his or her budget (including the amount of any precept under paragraph 21.2)

for the exercise of Mayoral Functions for the financial year in question that is in accordance with Regulations or, in the absence of Regulations has the following characteristics:-

- a) preparation of a draft budget to include expenditure plans and income including the proposed precept under paragraph 21.2 above;
- b) scrutiny of the draft budget by the other Members of the Combined Authority and the Overview and Scrutiny Committee appointed under paragraph 17 of this Scheme;
- c) the making of changes to the draft budget as a result of such scrutiny; and
- d) the approval of the draft budget in accordance with paragraph 21.8 below.

21.8 The Mayor's draft budget shall be treated as rejected if two thirds of the Constituent Authority Members of the Combined Authority vote to reject it and in that event the Mayor shall propose a revised draft budget. Provisions for bringing a revised budget (or any other plan rejected by the Combined Authority under paragraph 14.4) back to the Combined Authority will be set out in the Constitution.

21.9 Subject to the making of enabling legislation, the Mayor shall have power to place a supplement of 2p per pound of rateable value on business rates to fund infrastructure and Mayoral costs with the agreement of the local business community through the LEP.

22 TRANSFER OF PROPERTY, RIGHTS AND LIABILITIES

22.1 There shall be no transfer of property, rights or liabilities, other than of an administrative nature, between the Combined Authority or the Mayor and the Constituent Authorities other than by the unanimous agreement of the Constituent Authorities.

23 LOCAL ENTERPRISE PARTNERSHIPS

23.1 The Combined Authority recognises the importance of the New Anglia LEP working closely with the Greater Cambridge Greater Peterborough LEP, the Greater Lincolnshire LEP and South East LEP.

23.2 The Combined Authority commits to work with partners in East Anglia, the Midlands and the South of England to promote opportunities for pan-Midlands and pan-Southern collaboration, along with any Sub National Transport Bodies and other Combined Authorities or such other body as from time to time may be appropriate to ensure the Mayor and the Combined Authority can properly fulfil their functions.

24 OFFICERS

24.1 The Combined Authorities must appoint persons to undertake the statutory functions of the Head of Paid Service, Chief Finance Officer and Monitoring Officer; provided that the principle of such officers being provided by Constituent Authorities shall be adhered to.

24.2 The Constitution will include provision for the procedure to be followed in the appointment and dismissal of the Head of Paid Service, Chief Finance Office and Monitoring Officer.

24.3 The Combined Authority shall have the power to employ such officers or to engage such persons as it considers appropriate and on such terms as it thinks fit, to carry out its functions; provided that the Combined Authority shall adhere to the principles set out in the Introduction in relation to costs of the Combined Authority.

25 ADDITIONAL CONSTITUTIONAL DOCUMENTS

25.1 The Combined Authority shall adopt a Constitution that comprises, as a minimum:

- Scheme of Delegation;

- Meeting Procedure Rules;
- Access to Information Procedure Rules;
- Financial Management Procedure Rules;
- Procurement and Contract Procedure Rules;
- Officer Employment Procedure Rules;
- Members' Code of Conduct;
- Officers' Code of Conduct;
- Scheme for Members' Expenses.

APPENDIX A

COMBINED AUTHORITY FUNCTIONS EXERCISABLE BY THE MAYOR

1 TRANSPORT AND ELECTRONIC COMMUNICATIONS – BETTER CONNECTED

- 1.1 To be responsible for a consolidated, multi-year local transport budget for the area of the Combined Authority devolved from the Government consisting of the Integrated Transport Block or any equivalent or replacement funding for the same or similar functions as those covered by that funding.
- 1.2 For the financial years 2017/18 to 2020/21 inclusive the amounts and allocations of the local transport budget shall be as set out in respect of the Integrated Transport Block in the Table at Annex 1 to this Appendix A.
- 1.3 In each financial year referred to in Annex 1 and any other financial year in which the amounts devolved by the Government are identified as allocated to individual Constituent Authorities, the Mayor shall pass that funding to the relevant Constituent Authorities.
- 1.4 In any financial year in which the amounts devolved by the Government are not identified as allocated to individual Constituent Authorities, the Mayor shall consult with the Combined Authority as to his/her spending plans in relation to the devolved amounts and approval of such spending plans shall be subject to paragraph 14.4 b) of the Scheme (i.e. as long as a 2/3 majority did not vote against).
- 1.5 The Mayor shall transfer to the relevant Constituent Authority any amount identified as allocated to that Constituent Authority in the spending plans approved pursuant to paragraph 1.3.
- 1.6 To produce and publish a Local Transport Plan for the Combined Authority area without prejudice to Constituent Authority duties to publish Local Transport Plans under sections 108 and 109 of the Transport Act 2000 and to exercise powers under Part II Transport Act 2000 concurrently with the highway authorities.
- 1.7 To take responsibility for delivering a new Key Route Network of local authority roads; the management and maintenance of which shall be undertaken by the Combined Authority and through this work towards shared procurement frameworks and operational delivery of road maintenance across the Constituent Authorities. In turn this will unlock key sites, along with rail developments and support the delivery of an asset management plan.
- 1.8 To exercise, subject to local consultation and agreement, concurrently with the relevant Constituent Authority to the extent that they have equivalent powers, such powers to franchise bus services in the Combined Authority area as shall be contained in future legislation to support delivery of smart and integrated ticketing across the East Anglia region in conjunction with the other Combined Authority and Constituent Authorities.
- 1.9 Develop in partnership with others an integrated approach to local buses, community based transport, the local network of car clubs and in particular rail services with rail operators and Network Rail.
- 1.10 To explore the creation of a statutory Transport body to influence strategic national transport initiatives and work with Essex and the Midlands through the Cambridge-to-Oxford arc under Part 5A Local Transport Act 2008.

2 HOUSING AND PLANNING

- 2.1 Creation of a non-statutory spatial framework and supplementary planning documents to act as a framework for managing strategic planning across the Combined Authority area.
- 2.2 To have functions corresponding to those of the Mayor of London under Part 8 of the Localism Act 2011 to designate any area of land in the Combined Authority area as a Mayoral Development Area leading to the establishment by Order of a Mayoral Development Corporation subject to the consent of all Constituent Authorities in which the Development Corporation is intended to be based.

- 2.3 The Combined Authority, with its partner authorities, will use the powers and infrastructure resources devolved from the Government, alongside local public and private investment, to substantially increase housing delivery through ambitious targets based on housing need, seeking to deliver 40,000 homes to 2021 and 200,000 homes over the longer period of Local Plans across East Anglia of different types and tenures.
- 2.4 To make proposals for the creation of other emerging vehicles to help take forward large development or new settlements subject to the consent of any Constituent Authority in which area the vehicle is intended to be used.
- 2.5 To exercise strategic planning powers to support and accelerate these ambitions. These will include the power to:
 - 2.5.1 Create a non-statutory spatial framework, which will act as the framework for planning across the Combined Authority area, and for the future development of Local Plans. The spatial framework will need to be approved by unanimous vote of the Members appointed by Constituent Authorities of the Combined Authority. This approach must not delay the production of Local Plans.
 - 2.5.2 Create non-statutory supplementary planning documents subject to the approval process above.
 - 2.5.3 Be consulted on planning applications of strategic importance in the Combined Authority area and to work with local areas to achieve ambitious plans for new housing development.
 - 2.5.4 Create Mayoral Development Corporations or similar delivery vehicles, with planning and land assembly powers, which will support delivery of strategic sites in the Combined Authority area. This power will be exercised with the consent of the Constituent Authority Member/Members in which the Development Corporation is to be used.
 - 2.5.5 Develop closer working with the Homes and Communities Agency.
 - 2.5.6 Support the delivery of housing and regeneration activities above in addition to the applicable land powers in the Local Government Act 1972 the Combined Authority shall be entitled to exercise powers in part II Housing Act 1985 concurrently with the Constituent Authorities (irrespective of whether any land would be held for the purposes of Part II) and the Local Authorities (Land) Act 1963.

3 FINANCE

- 3.1 To exercise the power under paragraph 21.9 of the Scheme above (business rate levy).
- 3.2 To exercise the function of issuing a precept under Chapter 4 of Part 1 of the Local Government Finance Act 1992 in respect of mayoral functions.

ANNEX 1

Funding and Allocation		2017/18	2018/19	2019/20	2020/21	
Integrated transport block	£(m)					
Norfolk/Suffolk	7.3	7.3	7.3	7.3		
Highways Maintenance Incentive formula						
Norfolk/Suffolk	4.2	8.5	8.5	8.5		
Highways Maintenance Funding formula						
Norfolk/Suffolk	44.9	40.6	40.6	40.6		
Totals	56 .4	55.4	55.4	55.4	55.4	225.6

APPENDIX B

FUNCTIONS TO BE EXERCISED BY THE COMBINED AUTHORITY

1 FLOOD DEFENCE AND COASTAL MANAGEMENT

- 1.1 The Government recognises the impact of climate change and that Norfolk and Suffolk are subject to significant strategic and local flood risk. To manage and mitigate these risks the Combined Authority will work with the Government, drainage boards, the Environment Agency and other relevant bodies to create a fully integrated approach to flood and coastal risk management.
- 1.2 This is required in order to secure timely decisions and funding that maximise the ability to reduce risk and to deliver additional economic growth. This will be achieved through:
- a) Alignment of investment plans in using resources to unlock new business development opportunities and attract additional funding including private contributions, whilst maintaining and, where possible, enhancing national and local commitments to protect people, property and land from flooding.
 - b) Pre-emptive action to deliver solutions to reduce risk and increase resilience during severe weather events, preventing blight and increasing economic confidence.
 - c) A consistent approach to assessing flood and coastal risk, benefits across schemes and maintenance plans to maximise economic and social impact.
 - d) Simplification and alignment of funding mechanisms in order to make processes transparent, locally accountable, efficient and deliver targeted local investment needs.
 - e) Integrating local understanding of needs and benefits into the flood and coastal erosion risk management economic assessment approach
- 1.3 Following the scoping report currently underway, the Government will work with local partners in Bacton and Walcott, which will help protect local communities from coastal erosion. In particular the Environment Agency will contribute up to £1.8M towards the cost of a project to better protect Bacton and Walcott, and will continue to work with the terminal operators and local partners.
- 1.4 To exercise functions concurrently with the Constituent Authorities, including the following:
- Flood and Water Management Act 2010 Part 1
 - Land Drainage Act 1991 Part II
 - Local Government Act 2000 s.9FH

2 LEARNING AND SKILLS, EDUCATION APPRENTICES AND EMPLOYMENT

- 2.1 To ensure continued collaboration the Combined Authority will, with the Regional Schools Commissioner and other key local education stakeholders establish an Education Committee. The Regional Schools Commissioner will work with the Committee to provide strategic direction on education across the Combined Authority area.
- 2.2 The Government commits to an Area Review of post-16 education and training, currently expected to start in November 2016, excluding Great Yarmouth and Lowestoft where a Review has already been conducted during 2015. As part of the Area Based Reviews, the Combined Authority will gather data to feed into the development of a potential proposal for an Institute of Technology (IoT) for regionally significant sectors, and will discuss with the Government the extent to which this meets the criteria

which are being developed for IoTs nationally. The outcome of the Area Review will be taken forward in line with the principles of the devolved arrangements. The review will include all post-16 education and training provision in the initial scoping phase and school sixth forms will be included in the detailed review if the school decides to be involved in the process. Recommendations will be focused on General FE and Sixth Form Colleges; however the Regional Schools Commissioner and the relevant local authorities will consider any specific issues arising from the reviews for school sixth form provision.

- 2.3 The Government recognises the progress the LEP, local colleges and providers and the private sector have made in improving skills provision across East Anglia. The New Anglia Employment and Skills Board will consider if further refinement of their local skills strategies will be required after the conclusion of the Area Reviews to ensure that post-16 providers are delivering the skills that local employers require. It is expected that the LEP Skills Board will continue to collaborate with colleges and providers, with appropriate support from the Education Funding Agency to work towards delivering this plan.
- 2.4 The Government will enable local commissioning of outcomes to be achieved from 19+ Adult Education Budget starting in academic year 17/18; and will fully devolve budgets to the Combined Authorities from academic year 2018/19 subject to readiness conditions). These arrangements will not cover apprenticeships.
- 2.5 The Combined Authority will focus a greater proportion of its devolved Adult Education Budget on learning that delivers sustained job outcomes, productivity and economic growth.
- 2.6 Devolution will proceed in two stages, across the next three academic years:
 - a) The Combined Authority will begin to prepare for local commissioning. For the 2017/18 academic year, and following the area review, the Government will work with the Combined Authority to vary the block grant allocations made to providers, within an agreed framework.
 - b) From 2018/19, there will be full devolution of funding. The Combined Authority will be responsible for allocations to providers and the outcomes to be achieved, consistent with statutory entitlements. The Government will not seek to second guess these decisions, but it will set proportionate requirements about outcome information to be collected in order to allow students to make informed choices. A funding formula for calculating the size of the grant to Constituent Authorities and the Combined Authority will need to take into account a range of demographic, educational and labour market factors; it will also need to take account of costs of implementing devolution and continuing operational expenditure.
- 2.7 The readiness conditions for full devolution are that:
 - a) Parliament has legislated to enable transfer to local authorities of the current statutory duties on the Secretary of State to secure appropriate facilities for further education for adults from this budget and for provision to be free in certain circumstances.
 - b) Completion of the Area Review process leading to a sustainable provider base.
 - c) After Area Reviews are completed, agreed arrangements are in place between central government and the Combined Authority to ensure that devolved funding decisions take account of the need to maintain a sustainable and financially viable 16+ provider base.
 - d) Clear principles and arrangements have been agreed between the Government and the Combined Authority for sharing financial risk and managing failure of 16+ providers, reflecting the balance of devolved and national interest and protecting the taxpayer from unnecessary expenditure and liabilities.
 - e) Learner protection and minimum standards arrangements are agreed.
 - f) Funding and provider management arrangements, including securing financial assurance, are agreed in a way that minimises costs and maximises consistency and transparency.

- 2.8 The Government recognises that East Anglia has a world-class higher education offering, with the University of Cambridge consistently ranked amongst the foremost universities in the world and a wealth of strengths in others such as the University of East Anglia, University Campus Suffolk, Norwich University of the Arts and Anglia Ruskin University. This higher education offer has a vital role in enhancing the innovation and productivity of the area's economy. Local partners want to work with the Government to build on this, including investing in the institutions to develop their academic and research offer.
- 2.9 Other proposals include plans in Ipswich by BT and University Campus Suffolk focused on future developments in ICT and the Internet of Things. The Single Pot funds made available through this devolution deal could act as an important source of investment for this project and Government commits to discussing with local partners how best they might progress their aspirations in this area.
- 2.10 Subject to the readiness conditions below, from the 2018/19 academic year onwards, to receive fully devolved Government budgets (calculated on a funding formula taking into account a range of demographic, educational and labour market factors) for 19+ education and training and to exercise within the Combined Authority area the functions of the Secretary of State under sections 2 and 10A Employment and Training Act 1973 and the following provisions of the Apprenticeship, Skills, Children and Learning Act 2009:
- a) Section 86 except subsection (1)(b)
 - b) Section 87
 - c) Section 88 (but not any power to make Regulations)
 - d) Section 90 (but not any power to make Regulations).
- 2.11 Also relevant are the powers and duties of the Education Authorities under sections 15ZA, 15ZB, 15ZC, and 15 B of the Education Act 1996 and the powers under section 560A of that Act (duties and powers related to the provision of education and training for persons over compulsory school age). Data and information sharing powers in the Social Security (Claims and Information) Regulations 1999 (SI 1999/3108), Social Security (Information-sharing in relation to Welfare Services etc.) Regulations 2012 (SI 2012/1483), the Welfare Reform Act 2012 s.131 and Welfare Reform and Pensions Act 1999 are also relevant. These powers shall be exercised by the Combined Authority concurrently.
- 2.12 Pursuant to the functions referred to above, to be responsible for allocations to providers and the outcomes to be achieved, consistent with statutory entitlements and proportionate requirements set by the Government.

3 APPRENTICESHIPS

- 3.1 The Government recognises Norfolk and Suffolk's commitment to delivering more apprenticeships. The Combined Authority will assume responsibility for the Apprenticeship Grant for Employers (AGE). The AGE funding must be used alongside mainstream apprenticeship participation funding to incentivise employers to offer apprenticeships, but the Combined Authority is free to vary the criteria associated with the grant (e.g. size and sector of business) to meet local needs. The Skills Funding Agency will work with the Combined Authority to identify an appropriate share.
- 3.2 The Combined Authority and the Government will collaborate to maximise the opportunities presented by the introduction of the apprenticeship reforms, including the levy, and to work together on promoting the benefits of apprenticeships to employers in order to engage more small businesses in the apprenticeship programme. The Combined Authority will explore the potential of introducing an Apprenticeship Training Agency to the area, funded through local resources.
- 3.3 The relevant powers in this regard to be exercised concurrently include those mentioned above in section 2 and the:
- Apprenticeships, Skills, Children and Learning Act 2009 s.122
 - Education and Skills Act 2008.

4 EMPLOYMENT

- 4.1 The Combined Authority will work with the Department for Work and Pensions (DWP) to establish a locally integrated employment services which join together the elements of the employment system to achieve better outcomes. This includes:
- a) The Combined Authority committing to work with the Government to ensure all young people are either earning or learning including supporting Jobcentre Plus in the delivery of the Youth Obligation from April 2017.
 - b) The Government committing to ensuring all young people are either earning or learning and to exploring opportunities for links with local employment services to support this aim, including building in good practice from the present local MyGo service and other local provision.
 - c) The Combined Authority commits to supporting the Youth Obligation by utilising strong local links to business to create work-related training and labour market opportunities for young people including encouraging the provision of apprenticeships and work placements in the local community. It will also work with the Government to investigate the potential for social investment, in particular Social Impact Bonds, for disadvantaged young people not in education, employment or training who may not be in receipt of support from Jobcentre Plus.
- 4.2 The Combined Authority will work with DWP to co-design the new National Work and Health Programme designed to focus on those with a health condition or disability and the very long term unemployed.
- 4.3 The respective roles of DWP and the Combined Authority in the co-design will include:
- a) DWP sets the funding envelope, the Combined Authority can top up if they wish to, but are not required to.
 - b) The Combined Authority will set out how it will join up local public services in order to improve outcomes for this group, particularly how it will work with the Clinical Commissioning Groups/third sector to enable timely health-based support. There will be a particular focus on ensuring the integration of the new programme with local services, in order to ensure that national and local provision works well together, and opportunities for greater integration are identified and levered.
 - c) DWP set the high-level performance framework and will ensure the support appropriately reflects labour market issues. The primary outcomes will be to reduce unemployment and move people into sustained employment. The Combined Authority will have some flexibility to determine specific local outcomes that reflect local labour market priorities, these outcomes should be complementary to the ultimate employment outcome. In determining the local outcome(s) the Combined Authority should work with DWP to take account of the labour market evidence base and articulate how the additional outcome(s) will fit within the wider strategic and economic context and deliver value for money.
 - d) Before delivery commences, DWP and the Combined Authority will set out an agreement covering the respective roles of each party in the delivery and monitoring of the support, including a mechanism by which each party can raise and resolve any concern that arise.
 - e) DWP will facilitate protocols for data sharing and transparency by tackling some of the obstacles and developing solutions to enable the Combined Authority to develop a strategic needs assessment for the area.
- 4.4 The Combined Authority will co-commission the Work and Health programme with DWP. The respective roles of DWP and the Combined Authority will include:
- a) DWP sets the contracting arrangements, including contract package areas, but should consider any proposals from the Combined Authority on contract package area geography.

- b) The Combined Authority will be involved in tender evaluation.
- c) Providers will be solely accountable to DWP, but DWP and the Combined Authority's above-mentioned agreement will include a mechanism by which the Combined Authority can escalate to DWP any concerns about provider performance/breaching local agreements and require DWP to take formal contract action where appropriate.

4.5 The relevant powers in this regard include the:

- Apprenticeships, Skills, Children and Learning Act 2009 s.122
- Education and Skills Act 2008
- Employment and Training Act 1973 s.2, s.10A
- Social Security (Claims and Information) Regulations 1999 (SI 1999/3108)
- Social Security (Information-sharing in relation to Welfare Services etc.) Regulations 2012 (SI 2012/1483)
- Welfare Reform Act 2012 s.131
- Welfare Reform and Pensions Act 1999

5 FURTHER ACTIVITY TO IMPROVE LIFE CHANCES

- 5.1 The Combined Authority will set out how it will join up local public services across health, skills and employment in order to improve outcomes, particularly how it will work with local Clinical Commissioning Groups/third sector organisations and NHS England / the Health and Work Unit nationally to enable timely health-based support.
- 5.2 DWP will work with the Combined Authority and other partners to put in place workable data sharing arrangements which enable the integration of services and reduce duplication in order to support more people into work.

6 CAREER AND PAY PROGRESSION.

- 6.1 The Government will work with the Combined Authority to ensure that local priorities are fed into the provision of career advice, through direct involvement and collaboration with the Government in the design of local careers and enterprise provision for all ages, including continued collaboration with the Careers and Enterprise Company and the National Careers Service.
- 6.2 The Combined Authority will develop a business case for an innovative pilot to support career and pay progression for those claiming Universal Credit. The business case will set out the evidence to support the proposed pilot, cost and benefits and robust evaluation plans to enable the proposal to be taken forward, subject to Ministerial approval and an agreed investment plan.

7 BUSINESS SUPPORT

- 7.1 The Government will participate in and support the work of The Norfolk and Suffolk Productivity Commission, as a National Pilot Project to improve the productivity of the local economy by:
 - a) Examining the productivity challenges facing local key sectors and the definition of productivity in each sector
 - b) Examining best practice locally, nationally and globally, at tackling these challenges
 - c) Building on the Government's 10-point plan for rural productivity

- d) Assessing how central and local policies are assisting with the productivity challenges and how they can be made to work better
- e) Developing a Productivity Plan bringing together best practice and policy recommendations
- f) Overseeing implementation of the plan and evaluate its impact
- g) Making available findings and actions for roll-out in other parts of the country

- 7.2 The Productivity Commission will be chaired by a senior business figure, co-ordinated by the LEP, funded by local partners and able to capitalise on business-led sector group structures established by the LEP.
- 7.3 Local partners will successfully deliver the New Anglia Enterprise Zone and the extension to the Great Yarmouth and Lowestoft Enterprise Zone as announced on 25 November following the 2015 application round. DCLG will agree with the LEP memoranda of understanding about the high level management and delivery of both the new EZs and the extension. The Government commits to supporting local partners in promoting and supporting the delivery of the Enterprise Zone as well as considering any further proposals subject to future funding rounds.
- 7.4 The LEP will continue to deliver a strong Growth Hub, providing business support tailored to meet local needs across East Anglia. The Government will provide funding to help embed the Growth Hub in 2016/17 and 2017/18.
- 7.5 The Combined Authority, Constituent Authorities and LEPs commit to greater alignment of economic development resources to maximise impact of support for businesses and ensure the most efficient and effective use of public funding. This will include agreeing joint objectives to support the delivery of the Strategic Economic Plans and local plans and explore the pooling of staffing and resources.
- 7.6 The Government recognises the work of the New Anglia Oil and Gas Task Force, established to support the businesses and employees who are being affected by the recent downturn in the oil and gas sector. The New Anglia Task Force will provide intelligence on the state of the local sector to the Government's Inter Ministerial Group, to help shape national policy to support for the sector. The Government will engage with the Task Force to ensure that UK Oil and Gas workforce plan which is currently under development aligns with and enhances measures being taken locally.
- 7.7 The LEP and the Combined Authority commit to working with UKTI, strengthen joint working to increase inward investment and exporting. Local partners will invest in a concerted campaign to help more businesses, particularly smaller companies, export.
- 7.8 The LEP, the Growth Hubs and Constituent Authorities will work with the Government to develop a strategic approach to regulatory delivery, building on the "Better Business for All" national programme which will remove regulatory barriers to growth for businesses. Health and social care
- 7.9 The Government supports the vision for innovation set out by Norfolk and Suffolk and recognises the importance of the delivery of this vision for the region's future economic growth. The Government will offer the Combined Authority expert advice and support through the Smart Specialisation Advisory Hub, and associated workshops, to support activities part-funded by the European Regional Development Fund. The Government also recognises Norwich's growing capability in the area of food and health research, as evidence by the announcement of the Quadram Institute in Budget 2016, and would be interested in the area's views on how East Anglia can capitalise on this strength.

8 HEALTH AND SOCIAL CARE

- 8.1 Norfolk and Suffolk face significant demographic challenges that are putting pressure on resources now and in future years. For example, the population of the area contains more residents over the age of 75 than the average for England and this group is expected to continue to grow significantly.

- 8.2 Local progress has already been made towards greater integration of health and social care in a number of locations – Suffolk and Norfolk have developed local integrated services that support and improve the delivery of health and social care for people in their areas.
- 8.3 There is appetite to build on these foundations and make further progress on health and social care integration in order to deliver the Spending Review commitment to integrate health and social care by 2020, and to make the most efficient and effective use of public resources to meet the demographic challenges that lie ahead. Integrating such complex services will require re-shaping the whole system, which can only be achieved through careful planning, a shared vision and strong co-operation between local partners. The Devolution Deal signals a commitment to take forward the goal of improving local services and building resilience for future generations.
- 8.4 To deliver this shared vision, partnerships between local authorities, clinical commissioning groups, service providers and other local partners will need to be strengthened significantly. Therefore, these parties will work together, with the Combined Authority and with support from the Government, NHS England and other national partners as appropriate, to support each of the counties through their Sustainability and Transformation Planning process to set out plans for moving progressively towards integration of health and social care, bringing together local health and social care resources to improve outcomes for residents and reduce pressure on Accident and Emergency and avoidable hospital admissions.
- 8.5 NHS England and local organisations will remain accountable for meeting the full range of their statutory duties.
- 8.6 Relevant powers to be exercised concurrently with the Constituent Authorities include:
- National Health Service Act 2006 (public health and Part III co-operation and integration);
 - Health and Social Care Act 2012;
 - Care Act 2014;
 - Mental Health Acts.

9 PUBLIC SERVICE REFORM

- 9.1 The Government and the Combined Authority will work with relevant central and local statutory and non-statutory sector partners to explore innovative and integrated approaches to redesigning sustainable public services across Norfolk and Suffolk with a focus on prevention and early help.

10 THE NORFOLK AND SUFFOLK COMMITMENTS

- 10.1 The Combined Authority is accountable to local people for the successful implementation of the Norfolk and Suffolk Devolution Deal; consequently, the Government expects the Combined Authority to monitor and evaluate the Deal in order to demonstrate and report on progress. The Cities and Local Growth Unit will work with the Combined Authority to agree a locally resourced monitoring and evaluation framework that meets local needs and helps to support future learning. This framework must be approved by the DCLG Accounting Officer prior to delivery.
- 10.2 The Combined Authority will be required to evaluate the additional £25 million per annum of funding for 30 years, which will form part of and capitalise the Combined Authority single pot. The £25 million per annum fund will be subject to:
- a) Gateway assessments for the £25 million per annum scheme. The Combined Authority and the Government will jointly commission an independent assessment of the economic benefits and economic impact of the investments made under the scheme, including whether the projects have been delivered on time and to budget. This assessment will be funded by the Combined Authority, but agreed at the outset with the Government, and will take place every five years. The next five year tranche of funding will be unlocked if the Government is satisfied that the

independent assessment shows the investment to have met the objectives and contributed to national growth;

- b) The gateway assessment should be consistent with the HM Treasury Green Book, which sets out the framework for evaluation of all policies and programmes, and where relevant with the more detailed transport cost-benefit analysis guidance issued by the Department for Transport (DfT). The assessment should also take into account the latest developments in economic evaluation methodology; and
- c) The Government would expect the assessment to show the activity funded through the scheme represents better value for money than comparable projects, defined in terms of a Benefit to Cost ratio.

- 10.3 The Combined Authority will jointly write a single local assurance framework for the Single Pot, based on guidance produced by DCLG, to outline decision-making processes to allocate funding, and project appraisal. This local assurance framework will be signed off by the Government.
- 10.4 The Constituent Authorities and the Combined Authority will work with the Government to develop a full implementation plan, covering each policy agreed in this Deal, to be completed ahead of implementation. This plan will include the timing and proposed approach for monitoring and evaluation of each policy which will take into account the latest developments in economic evaluation methodology and help supports future learning. This implementation plan must be approved by the DCLG Accounting Officer prior to delivery.
- 10.5 The Combined Authority and the Government will agree a process to manage local financial risk relevant to these proposals and will jointly develop written agreements on every devolved power or fund to agree accountability between local and national bodies on the basis of the principles set out in this document.
- 10.6 The Combined Authority will continue to set out their proposals to the Government for how local resources and funding will be pooled across the region.
- 10.7 The Combined Authority will agree overall borrowing and capitalisation limits with the Government and have formal agreement to engage on forecasting. The Combined Authorities will also provide information, explanation and assistance to the Office for Budget Responsibility where such information would assist in meeting their duty to produce economic and fiscal forecasts for the UK economy.
- 10.8 The Combined Authority will continue to progress programmes of transformation amongst the Constituent Authorities to streamline back office functions and share more services and data, including on assets and property.
- 10.9 The Government will support the Constituent Authorities by leveraging existing monitoring and evaluation frameworks and, where applicable, by providing assistance to ensure consistency and coordination of metrics and methodologies with other areas receiving a devolution agreement. As part of this commitment, the Government will work with the Constituent Authorities to explore options for the coordinated application of high quality impact evaluation methods in relation to certain policies, which may include i) local commissioning of 19+ skills; and ii) employment support.
- 10.10 The additional £30 million per annum of housing funding for Ipswich and Norwich will be subject to the same processes for evaluation and assessment as the Combined Authority single pot, set out above in paragraphs 10.2 to 10.9

11 HOUSING AND PLANNING

- 11.1 To support delivery of the Mayoral commitment in relation to housing and planning (Appendix A.2) the Combined Authority and the Government agree to establish a Joint Investment and Assets Board to review all land and property (including surplus property and land) held by the public sector (including central Government departments, the NHS and MoD land), building on the success of the One Public Estate Programme and to work together to invest in our strategic infrastructure priorities. The Board will include senior representatives from Government.

- 11.2 The Board will ensure that there is a sufficient, balanced supply of readily available sites for commercial and residential development to meet the demands of a growing economy. It will create a Land Commission to develop a comprehensive database of available public and private sector land (prioritising large sites), identify barriers to its disposal/development, and develop solutions to address those barriers to help the Combined Authority meet its housing goals and to unlock more land for employment use.

12 EQUALITIES

- 12.1 The Combined Authority will adhere to the public sector equality duty under section 149 of the Equality Act 2010 as if it was a public authority for the purposes of that section.

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Council



Forest Heath
District Council

Title of Report:	Community Governance and Electoral Reviews	
Report No:	COU/FH/16/013	
Report to and date/s:	Council	29 June 2016
Portfolio holder:	Not applicable – electoral matters are not a Cabinet function	
Lead officer:	Alex Wilson Director Tel: 01284 757695 Email: alex.wilson@westsuffolk.gov.uk	
Purpose of report:	To seek the consent of Council to request an Electoral Review of the District's electoral arrangements by the Local Government Boundary Commission for England before the 2019 elections and, based on their response, to put in place arrangements for a corresponding Community Governance Review of parish electoral arrangements.	
Recommendation:	<p>It is <u>RECOMMENDED</u> that the Head of Human Resources, Legal & Democratic Services be authorised to:</p> <p>(1) request the Local Government Boundary Commission for England to carry out an Electoral Review for Forest Heath District Council before its next elections in 2019; and</p> <p>(2) subject to the Commission's response, consult parishes and other stakeholders on the terms of reference for a district-wide Community Governance Review, and report back to Council accordingly.</p>	

Consultation:	<ul style="list-style-type: none"> Internal and external consultation will be a major element of any reviews. 		
Alternative option(s):	<ul style="list-style-type: none"> To wait until a review is triggered automatically by the Commission due to electoral imbalances or, in the case of parish arrangements, by local petition. 		
Implications:			
Are there any financial implications? If yes, please give details		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> <ul style="list-style-type: none"> Depending on the method of consultation chosen, it should be possible to carry out the reviews with very little direct additional expenditure. 	
Are there any staffing implications? If yes, please give details		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	
Are there any ICT implications? If yes, please give details		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	
Are there any legal and/or policy implications? If yes, please give details		Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> <ul style="list-style-type: none"> If agreed, review would be carried by the Commission under existing legislation and guidance 	
Are there any equality implications? If yes, please give details		Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> <ul style="list-style-type: none"> An Electoral Review is intended to maintain electoral equality whereby, within agreed tolerances, each vote in the District carries equal weight (in terms of numbers of electors served by each councillor) 	
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)
Population growth causes imbalances in electoral equality of wards	High	Request an Electoral Review	Low
Electoral arrangements between parish and district get out of step	High	Carry out a Community Governance Review to coincide with the Electoral Review.	Low
Ward(s) affected:		All Ward/s	
Background papers: <i>(all background papers are to be published on the website and a link included)</i>		https://www.lgbce.org.uk/policy-and-publications/guidance .	
Documents attached:		None	

1. Key issues and reasons for recommendation(s)

1.1 Electoral Review

- 1.1.1 Electoral Reviews are carried out by the Local Government Boundary Commission for England (LGBCE). The most common reasons for undertaking an electoral review of a principal council are where significant change in population, localised increases from major housing developments or the movement of people into, out of, or within the local authority area, have resulted in poor levels of electoral equality (the concept whereby votes across the whole council area have an equal weight in terms of the number of electors represented by each councillor).
- 1.1.2 It is common for reviews to take place every 15-20 years. The last Electoral Review for the District Council took place around 15 years ago and the new warding scheme which arose was put in place in 2003. Since that time, however, imbalances between wards have started to develop as the District's population has grown. An Electoral Review may be triggered automatically if more than 30% of a council's wards have an electoral imbalance of more than 10% from the average ratio of councillors to electors for that authority (or one ward/division has an imbalance of over 30%). Alternatively, a council could request the LGBCE to carry out an Electoral Review for its area, as is proposed in this paper. An Electoral Review is based on a five year electorate forecast from the date of implementation, so that known growth can be taken into account and there is a degree of 'future-proofing'.
- 1.1.3 The electoral register for Forest Heath in November 2015 showed that 4 (28%) of the District's 14 wards (containing 8 (30%) of its councillors) already have an imbalance in electoral equality of over 9%. That is to say that they varied (higher or lower) from the average number of electors per ward by over 9%. Of these, 2 wards (with 5 councillors) were around 15% smaller than the average. While the Council is not quite at an automatic trigger point for a review, it can therefore be seen that it is getting close (half of wards vary from the average by at least 7%) and these existing imbalances are likely to grow in the coming years, as growth continues in different places across the District.
- 1.1.4 The Council could therefore make a very strong case to the LGBCE that it should carry out an Electoral Review of the whole District prior to its 2019 elections, to reflect current and future imbalances in electoral equality. For similar reasons, St Edmundsbury Borough Council has already asked the LGBCE if it will carry out an Electoral Review before 2019, and the Commission has agreed to do this, most likely starting in 2017/18. An Electoral Review by the Commission would normally take around 12-18 months to complete.
- 1.1.5 Ultimately it will be for the Commission to decide whether it will carry out an Electoral Review, but it has indicated informally that it would be able to carry out a review of Forest Heath at the same time as St Edmundsbury and, indeed, could see merit in doing so, given the fact that the two councils share a constitution and policy framework (which would be one of the factors in a review). However, the Commission would need to know from Forest Heath in the near future so that it could programme work accordingly. It is therefore recommended that Council consider whether it should make such a request for an Electoral Review at this meeting. Elections for the County Council in 2017 would take place using existing Divisions, but the Commission may decide to carry out an Electoral Review for these arrangements before 2021. However, this is entirely a matter for the Commission and the County Council.

1.2 **Community Governance Review**

- 1.2.1 A Community Governance Review (CGR) is carried out by the district council and looks at electoral arrangements at parish and town council level (boundaries, number of councillors, parish wards, whether to create new parishes, etc). Reviews can be carried out when there are demographic changes which affect the provision of effective local government at parish level or where community identity changes over time, as places evolve. The district council can choose to carry out a CGR, or local communities can trigger one by petition. It is known that some parishes in the District are already interested in CGRs taking place before their next elections in 2019.
- 1.2.2 A typical time to carry out a CGR is after there is some certainty about the shape of major future development (for instance the adoption of a local plan or masterplan, or a major planning application being determined) if there is reason to believe such development might also impact on parish electoral arrangements (which is not always the case). This isn't to pre-suppose the outcome of carrying out a CGR (since each is taken on its merits) but taking this approach allows the Council and local community to examine the impact of the development and how best to deal with it.
- 1.2.3 Normally, a major district-wide CGR would also be planned by a district council to coincide with its own Electoral Review, as the LGBCE believes that a misalignment of electoral boundaries for district and parish elections is both confusing for electors and an impediment to effective and convenient local government. However, the LGBCE would not normally permit a CGR to take place at the same time as an Electoral Review, to avoid confusion between the two different processes. Therefore, a CGR would need to be planned to take place immediately before or after an Electoral Review (if one is sought).
- 1.2.4 Completing a CGR in full before early 2017 would constrain the process, which should allow time for full public engagement and proper deliberation by district councillors. Furthermore, carrying out a CGR during a local plan process may potentially cause confusion where large potential development sites straddle or are close to existing parish boundaries. This is because electors may believe that the decision on administrative boundaries through the CGR will influence the planning decisions, or vice-versa. Experience suggests it is better, if possible, to carry out such a CGR when there is a degree of clarity over the planning situation.
- 1.2.5 This suggests that carrying out a CGR in 2018, and immediately after any Electoral Review (if this is agreed), would be a good compromise. This would still be in time for the 2019 elections (when changes would normally be implemented). It would also allow the Council to take into account any new district wards proposed by the LGBCE when deciding on the wards of parish or town councils. For this reason, it is suggested that the Council commits now to carry out a full CGR for the District in time for implementation at the 2019 elections and, at the appropriate time, consults parishes and other stakeholders on the terms of reference. Terms of reference, including means of consultation and review timetable, would then be the subject of a future report to Council. The timing of these next steps would, to a large degree, be determined by the Council and LGBCE's decisions on an Electoral Review.

Council



Title of Report:	Review of Political Balance and Appointment to Politically Balanced Bodies	
Report No:	COU/FH/16/014	
Report to and date:	Council	29 June 2016
Portfolio holder:	Councillor James Waters Leader of the Council Tel: 07771 621038 Email: james.waters@forest-heath.gov.uk	
Lead officer:	Steven Boyle Service Manager (Legal & Democratic Services) Tel: 01284 757165 Email: steven.boyle@westsuffolk.gov.uk	
Purpose of report:	<p>The Council received a written Notice under Regulation 10(d) of the Local Government (Committees and Political Groups) confirming that Councillor Bill Sadler was no longer to be treated as a member of the Conservative Group on Forest Heath District Council.</p> <p>Accordingly, Councillor Sadler is now an Independent Member of the Authority which has altered the political composition of the Council.</p> <p>Council is, therefore, requested to review the allocation of seats and substitutes to political groups in accordance with the political balance rules.</p> <p>The recent appointment of an additional Cabinet Member together with the change in Conservative Group membership has also brought about a change to those Members appointed to the Overview & Scrutiny Committee and the Performance & Audit Scrutiny Committee; hence Council is also being asked to review the membership of these Committees, which are not politically balanced.</p>	

Recommendations:	<p>It is recommended that:</p> <ol style="list-style-type: none"> (1) The formula for the allocation of seats to the political groups on those Committees which are required by law to be politically balanced of Report No: COU/FH/16/015, be approved; (2) The allocation of seats on the Committees which are required by law to be politically balanced, as indicated in Appendix 1 and paragraph 1.2.1 of Report No: COU/FH/16/015, be approved. (3) The allocation of seats on the Overview and Scrutiny Committee as indicated in paragraph 1.2.3 of Report No: COU/FH/16/015, be approved. This Committee is not required to be politically balanced. (4) The allocation of seats on the Performance and Audit Scrutiny Committee as indicated in paragraph 1.2.3 of Report No: COU/FH/16/015, be approved. This Committee is not required to be politically balanced. (5) The Vice Chairman of the Overview and Scrutiny Committee to be appointed as nominated at the Council meeting on 29 June 2016. (6) If the Council is unable to confirm the appointment of Members and Substitute Members at the Council meeting on 29 June 2016, the Service Manager (Legal & Democratic Services) be given delegated authority to appoint Members and Substitute Members to those bodies set out in recommendations (2) and (3) above, on the basis of nominations from the relevant Group Leaders.
Key Decision:	<p><i>Is this a Key Decision and, if so, under which definition?</i></p> <p>No, it is not a Key Decision - ☒</p>
Consultation:	<ul style="list-style-type: none"> • None
Alternative option(s):	<ul style="list-style-type: none"> • None, as the matters under consideration are required by the Constitution.

Implications:			
Are there any financial implications? <i>If yes, please give details</i>		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> <ul style="list-style-type: none"> The review has been undertaken within existing resources. Any changes required as a result of the review will also be borne from existing budgets. 	
Are there any staffing implications? <i>If yes, please give details</i>		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> <ul style="list-style-type: none"> As above. 	
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 checked="" type="checkbox"/> No <input type="checkbox"/> <ul style="list-style-type: none"> The Local Government and Housing Act 1989 states that the authority has a duty to review the representation of different political groups at, or as soon as practicable, after the annual meeting. 	
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)
Duplication of effort between member bodies	Medium	Carry out an annual review of committees, working parties, etc to ensure that they are all still relevant and adding value and do not cross over with the activities or other bodies e.g. scrutiny committees or task and finish groups	Low
Wards affected:		All Wards	
Background papers: <i>(all background papers are to be published on the website and a link included)</i>		None	
Documents attached:		Appendix 1: Committees required to be politically balanced	

1. Key issues and reasons for recommendation(s)

1.1 Political Composition

1.1.1 The political composition of the Council is as indicated in the following table:

	No of members	%
Conservative	18	66.67%
West Suffolk Independent	5	18.52%
UKIP	3	11.11%
Independent (non group)	1	3.70%
TOTAL	27	100.00%

1.1.2 The Council will need to formally approve the formula for the allocation of seats to the political groups on those Committees which are required by law to be politically balanced (**Recommendation 1**).

1.1.3 The obligation to ensure that there is proportionality in the political composition of the Council's committees extends only to proportionate representation of members of political groups, and does not require non-grouped members to be proportionally represented. Seats therefore need to be allocated only to groups.

Although non-grouped members are not required to be proportionally represented, where a group is entitled to less than 0.5 of a place, Group Leaders may wish to consider whether to give a seat to the Council's one non-group member.

1.1.4 In carrying out any review the Council is obliged to adopt the following principles and to give effect to them 'so far as is reasonably practicable':

- (a) that not all seats on the Council are allocated to the same political group;
- (b) that the majority of the seats on the Council are allocated to a particular political group if the number of persons belonging to that group is a majority of the authority's membership;
- (c) subject to paragraphs (a) and (b) above, that the number of seats on the ordinary committees of the Council which are allocated to each political group, have the same proportion to the total of all the seats on the ordinary committees of that authority as is borne by the number of members of that group to the membership of the authority, and;
- (d) subject to paragraphs (a) to (c) above, that the number of the seats on the Council which are allocated to each group have the same proportion to the number of all the seats on that Council as is borne by the number of members of that group to the membership of the Council.

1.2 **Entitlement to Places**

1.2.1 The table at Appendix 1 and as listed below shows those Committees that are required to be politically balanced.

- (a) Development Control Committee (Minimum of 14 seats) (To comprise no more than the minimum number of Members necessary to allow appointment on the basis of one Member for each Ward, unless the obligation to achieve political balance necessitates more than one Member from that Ward, but no more).
- (b) Licensing Committee (10 seats).
- (c) Joint Officer Appointments Committee (3 seats).
- (d) Joint Officer Appeals Committee (3 seats).

Politically Balanced Seats changes are highlighted

1.2.2 Council is asked to allocate seats and substitutes to political groups ***in accordance with the political balance rules*** and appoint membership to those Committees (**Recommendation 2**):

Development Control Committee (Minimum of 14 seats; **to comprise no more than the minimum number of Members necessary to allow appointment on the basis of one Member for each Ward, unless the obligation to achieve political balance necessitates more than one Member from that Ward, but no more.**)

(Chairman and Vice Chairman appointed by the Committee on 1 June 2016 as indicated below.)

Conservatives	9 seats
West Suffolk Independent	3 seats
UKIP	2 seat

Ward	Member
All Saints	Stephen Edwards (CON)
Brandon East	Peter Ridgwell (UKIP)
Brandon West	David Palmer (WSI)
Eriswell and The Rows	David Bowman (CON)
Exning (1 Member Ward)	Simon Cole (WSI)
Great Heath	Louis Busuttil (CON)
Iceni (1 Member Ward)	Rona Burt (CON) (Chairman)
Lakenheath	Louise Marston (CON)
Manor (1 Member Ward)	Brian Harvey (CON)
Market	Ruth Bowman (CON)
Red Lodge	Carol Lynch (CON)
Severals	Andrew Appleby (WSI)
South (1 Member Ward)	Roger Dicker (UKIP)
St Mary's	Chris Barker (CON) (Vice Chairman)

Changes from the 11 May 2016 (AGM) political balance/membership in summary:

1. The change in political balance causes the Conservatives to lose one seat entitlement and UKIP to gain one seat. Therefore, Councillor Christine Mason loses the Brandon East seat to Councillor Peter Ridgwell.

Licensing and Regulatory Committee (10 seats)

(Chairman and Vice Chairman appointed by the Committee on 23 May 2016 as indicated below.)

Conservatives	7 seats
West Suffolk Independent	2 seats
UKIP	1 seat

Political Group	Member
Conservative	Michael Anderson (<i>Chairman</i>)
Conservative	Chris Barker
Conservative	John Bloodworth
Conservative	Carol Lynch (<i>Vice Chairman</i>)
Conservative	Christine Mason
Conservative	Nigel Roman
Conservative	Brian Harvey
West Suffolk Independent	Ruth Allen
West Suffolk Independent	Victor Lukaniuk
UKIP	Reg Silvester

Changes from 11 May 2016 (AGM) political balance/membership in summary:

1. No change to seat entitlement;
2. Councillor Bill Sadler loses his seat as he is no longer a member of the Conservative Group, the Conservatives therefore appoint Councillor Brian Harvey to their vacancy; and
3. WSI replaces Councillor Andrew Appleby with Councillor Victor Lukaniuk.

Joint Officer Appointments Committee (3 seats and 1 substitute seat)

(Joint Committee established with St Edmundsbury Borough Council)

(Chairman and Vice Chairman appointed by the Committee)

Conservatives	2 seats
West Suffolk Independent	1 seat

Political Group	Member
Conservative	Ruth Bowman
Conservative	James Waters
West Suffolk Independent	David Palmer
Substitute Member	
Conservative	Nigel Roman

No change to seat entitlement or membership.

Joint Officer Appeals Committee (3 seats and 1 substitute seat)
 (Joint Committee established with St Edmundsbury Borough Council)
 (Chairman and Vice Chairman appointed by the Committee)

Conservatives 2 seats
 West Suffolk Independent 1 seat

Political Group	Member
Conservative	David Bowman
Conservative	Brian Harvey
West Suffolk Independent	Ruth Allen
Substitute Member	
Conservative	Chris Barker

No change to seat entitlement or membership.

Scrutiny Committees

- 1.2.3 Council is then asked to allocate seats ***without compliance to the political balance rules*** and appoint membership to the Scrutiny Committees (**Recommendations 3 & 4**):

Overview and Scrutiny Committee (10 seats)
 (Cabinet Members cannot be Members of this Committee)
 (Chairman and Vice Chairman were appointed by Annual Council on 11 May 2016; however, the Vice Chairman is no longer a member of the Committee so a nomination for this position is now sought (**Recommendation 5**).)

The allocation of seats set out below for 2016/2017 is: 7 seats to the Conservatives and 2 West Suffolk Independent Group, 1 UKIP.

Chris Barker (CON)	Rona Burt (CON)
John Bloodworth (CON)	Nigel Roman (CON)
Ruth Bowman (CON)	David Palmer (WSI)
Brian Harvey (CON)	Simon Cole (WSI) (<i>Chairman</i>)
Christine Mason (CON)	Reg Silvester (UKIP)

Changes from 11 May 2016 (AGM) membership in summary:

1. Councillor Bill Sadler loses his seat as he is no longer a member of the Conservative Group and Councillor Lance Stanbury is now a Cabinet Member so he can no longer be on the Committee;
2. The Conservatives therefore appoint Councillor Rona Burt and Councillor Nigel Roman to their two vacancies; and
3. Councillor Simon Cole was appointed as Chairman of the Committee at Annual Council, with nominations being sought at the Council meeting on 29 June 2016 for the now vacant position of Vice Chairman.

Performance and Audit Scrutiny Committee (10 seats)
 (Cabinet Members cannot be Members of this Committee)
 (Chairman and Vice Chairman were appointed by Annual Council on 11 May 2016 as indicated below.)

The allocation of seats set out below for 2016/2017 is: 8 seats to the Conservatives and 1 West Suffolk Independent Group, 1 UKIP.

Michael Anderson (CON)	Colin Noble (CON) (<i>Vice Chairman</i>)
John Bloodworth (CON)	Chris Barker (CON)
Louis Busuttil (CON) (<i>Chairman</i>)	Rona Burt (CON)
Louise Marston (CON)	Simon Cole (WSI)
Christine Mason (CON)	Peter Ridgwell (UKIP)

Changes from 11 May 2016 (AGM) membership in summary:

1. Councillor Bill Sadler loses his seat as he is no longer a member of the Conservative Group and Councillor Lance Stanbury is now a Cabinet Member so he can no longer be on the Committee; and
2. The Conservatives therefore appoint Councillor Chris Barker and Councillor Rona Burt to their two vacancies.

Entitlement to Places – June 2016

		Conservative Group			West Suffolk Independent Group			UK Independence Group			Independent (non group)			TOTAL
Members		18			5			3			1			27
Expressed as %		66.67%			18.52%			11.11%			3.70%			100%
Committee	No of seats	Entitled places (exact)	Entitled places (rounded)	Allocated places	Entitled places (exact)	Entitled places (rounded)	Allocated places	Entitled places (exact)	Entitled places (rounded)	Allocated places	Entitled places (exact)	Entitled places (rounded)	Allocated places	
Development Control	14	9.34	9	9	2.59	3	3	1.56	2	2	0.51	0	0	14
Licensing & Regulatory	10	6.67	7	7	1.85	2	2	1.11	1	1	0.37	0	0	10
Joint Officer Appointments	3	2.00	2	2	0.56	1	1	0.33	0	0	0.11	0	0	3
Joint Officer Appeals	3	2.00	2	2	0.56	1	1	0.33	0	0	0.11	0	0	3

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Council



Forest Heath
District Council

Title of Report:	Review of the Constitution: Recommendations from the Joint Constitution Review Group	
Report No:	COU/FH/16/015	
Report to and date:	Council	29 June 2016
Portfolio holder:	Councillor Stephen Edwards Portfolio Holder for Resources and Governance Tel: 01638 660518 Email: stephen.edwards@forest-heath.gov.uk	
Lead officer:	Steven Boyle Interim Service Manager (Legal and Democratic Services) and Monitoring Officer Tel: 01284 757165 Email: steven.boyle@westsuffolk.gov.uk	
Purpose of report:	<p>1. To present to Members revised wording in the Forest Heath District Council Constitution in relation to:</p> <p>(a) <u>Part 3 – Functions and Responsibilities: Section 2 – Responsibility for Council Functions</u></p> <p>(i) A – Development Control</p> <p>(b) <u>Part 3 – Functions and Responsibilities: Section 4 - Scheme of Delegation to Officers</u></p> <p>(i) Head of Human Resources, Legal and Democratic Services (<i>which relate specifically to the delegations of the Service Manager (Legal and Democratic Services) and the Elections Manager</i>)</p> <p>(ii) Head of Operations</p> <p>(iii) Head of Planning and Growth (<i>which relate specifically to the Officer delegations within the Planning and</i></p>	

	<p><i>Development Matters)</i></p> <p>(c) <u>Part 4 – Rules of Procedure</u></p> <p>(i) Council Procedure Rules</p> <p>(ii) Committee Procedure Rules</p> <p>2. To note the inclusion in the Forest Heath District Council Constitution of the Procedure Rules for the Joint Independent Remuneration Panel.</p>
Recommendation:	<p>It is <u>RECOMMENDED</u> that Council approves:</p> <p>1. The revised wording in the Forest Heath District Council Constitution in relation to:</p> <p>(a) <u>Part 3 – Functions and Responsibilities:</u> <u>Section 2 – Responsibility for Council Functions</u></p> <p>(i) A – Development Control (as set out in Appendix A to Report No COU/FH/16/016).</p> <p>(b) <u>Part 3 – Functions and Responsibilities:</u> <u>Section 4 - Scheme of Delegation to Officers</u></p> <p>(i) Head of Human Resources, Legal and Democratic Services (<i>which relates specifically to the delegations of the Service Manager (Legal and Democratic Services) and the Elections Manager</i>) (as set out in Appendix B to Report No COU/FH/16/016).</p> <p>(ii) Head of Operations (as set out in Appendix C to Report No COU/FH/16/016).</p> <p>(iii) Head of Planning and Growth (<i>which relate specifically to the Officer delegations within the Planning and Development Matters</i>) (as set out in Appendix D to Report No COU/FH/16/016).</p> <p>(c) <u>Part 4 – Rules of Procedure</u></p> <p>(i) Council Procedure Rules (as set out in Appendix E to Report No COU/FH/16/016).</p> <p>(ii) Committee Procedure Rules (as set out in Appendix F to Report No COU/FH/16/016).</p>

	2. To note the inclusion in the Forest Heath District Council Constitution of the Procedure Rules for the Joint Independent Remuneration Panel (as set out in Appendix G to Report No COU/FH/16/016).		
Key Decision:	<i>Is this a Key Decision and, if so, under which definition?</i> No, it is not a Key Decision - <input checked="" type="checkbox"/>		
Consultation:	<ul style="list-style-type: none"> The Joint Constitution Review Group has been consulted on the form of these proposed amendments. 		
Alternative option(s):	<ul style="list-style-type: none"> No other options have been considered. 		
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)
Confusion, mistakes and challenge if the Constitution does not reflect actual Council and Officer practice.	High	Ensuring that any anomalies are corrected and the adoption to revisions to correct those anomalies	Low
Ward(s) affected:		Not applicable	
Background papers: <i>(all background papers are to be published on the website and a link included)</i>		None	
Documents attached:		<ul style="list-style-type: none"> Appendix A – Responsibility for Council Functions: A- Development Control Appendix B – Scheme of Delegation to Officers – Head of Human Resources, Legal and Democratic Services Appendix C – Scheme of Delegation to Officers – Head of Operations Appendix D – Scheme of 	

	<p>Delegation to Officers – Head of Planning and Growth</p> <ul style="list-style-type: none"> • Appendix E – Council Procedure Rules: Paragraph 4 – Appointment of substitute members of committees and sub-committees • Appendix F – Committee Procedure Rules: Paragraph 9 - Substitutes • Appendix G – Joint Independent Remuneration Panel Procedure Rules
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1. Key issues and reasons for recommendation(s)

1.1 Background

1.1.1 At its meeting held on 6 June 2016, the Joint Constitution Review Group considered the following proposed amendments to both the Forest Heath District Council and St Edmundsbury Borough Council Constitutions:

(a) Part 3 – Functions and Responsibilities: Section 2 – Responsibility for Council Functions: (i) A – Development Control

These proposed amendments are considered necessary to assist with clarity in relation to the operation of the Delegation Panel and of the Development Control Committee. These proposed amendments are set out in Appendix A.

(b) Part 3 – Functions and Responsibilities: Section 4 - Scheme of Delegation to Officers

(i) Head of Human Resources, Legal and Democratic Services (*which relate specifically to the delegations of the Service Manager (Legal and Democratic Services) and the Elections Manager*)

These proposed amendments relate to the re-allocation of responsibilities between the Service Manager (Legal and Democratic Services) and the Elections Manager. These proposed amendments are set out in Appendix B.

(ii) Head of Operations

These proposed amendments relate mainly to changes in operational procedures, including a review of financial limits. These proposed amendments are set out in Appendix C.

(iii) Head of Planning and Growth (*which relate specifically to the Officer delegations within the Planning and Development Matters*)

These proposed amendments are considered necessary to assist with clarity in relation to the Officer delegations contained within 'Section (1): Planning and Development Matters'. These proposed amendments are set out in Appendix D.

(c) Part 4 – Rules of Procedure

(i) Council Procedure Rules: Paragraph 4 – Appointment of substitute members of committees and sub-committees

These proposed amendments are considered necessary to assist with the clarity with the appointment of substitute members, to ensure that they are from the same political group, where there is the requirement to maintain political balance. These proposed amendments are set out in Appendix E.

(ii) Committee Procedure Rules: Paragraph 9 – Substitutes

These proposed amendments are considered necessary to assist with the clarity of the appointment of substitute members, to ensure that they are from the same political group, where there is the requirement to maintain political balance.

It is also being proposed for an additional paragraph 9.10 to be included within the Committee Procedure Rules, to clarify the position with regards to substitutes when a Member ceases to be a Member of the Council (either by way of resignation, disqualification or death in service).

These proposed amendments are set out in Appendix F.

- 1.1.2 The Group also noted the inclusion in both the Forest Heath District Council and St Edmundsbury Borough Council Constitutions of the Procedure Rules for the Joint Independent Remuneration Panel, as had been recommended by the Joint West Suffolk Independent Remuneration Panel (Selection Panel) at their meeting on 30 March 2016. The Procedure Rules are set out in Appendix G.

Forest Heath District Council

(Extract from) Section 2 - Responsibility for Council functions

- 2.1 The following parts set out how the Council has chosen to delegate responsibility for certain of its Local Choice and non-executive functions. Other delegations are contained in the Scheme of Delegation to Officers. Where no delegation is indicated, responsibility for Local Choice and non-executive functions remains with the full Council. The delegation of powers and duties to Committees and Sub-Committees shall be deemed to include, in any reference to an Act of Parliament, a reference to any subsequent Act or Acts which may amend, replace or extend it, and to any regulation, order or direction made under such Act or Acts.
- 2.2 Every Committee appointed by the Council may appoint Sub-Committees for the purposes to be stated by the Committee. The Members of a Sub-Committee will be Members or substitute Members of the appointing Committee.
- 2.3 Any Committee or Sub-Committee may, within its delegated authority, set up working parties or panels for the detailed study of any matter. Any working party/panel given delegated authority will become a Sub-Committee.

A - Development Control

1 – Remit

The Development Control Committee is authorised to undertake (or sub-delegate) all of the Council's functions relating to town and country planning, development control and the protection of hedgerows and trees, as specified in Parts A and I of Schedule 1 to the Local Authorities (Functions and Responsibilities) (England) Regulations 2000 (as amended by subsequent regulations).

The Committee is also authorised to exercise the Council's Local Choice Functions in relation to the obtaining of information under Section 330 of the Town and Country Planning Act 1990 as to interests in land and the obtaining of particulars of persons interested in land under section 16 of the Local Government (Miscellaneous Provisions) Act 1976 (as specified in the table in Section 1 above).

In summary, the area of responsibility of this Committee includes all matters relating to the administration of Town and Country Planning legislation, Listed Building and Conservation Area legislation, Hazardous Substances legislation and the Building Acts and associated Regulations

within the purview of the Authority as it relates to the following functions:-

- (1) The Committee determines all planning or similar applications which are:
 - (a) judged by the Head of Planning & Growth (after consultation with the Chairman and/or the Vice Chairman/men of the Development Control Committee) to be of such district-wide significance or to be so contentious that they should in the public interest be referred to the Committee for consideration and determination, and;
 - (b) applications proposing major development (as defined in Article 1(2) of the Town and Country Planning (General Development Procedure) Order 1995) and where the recommendation of the Head of Planning & Growth would conflict with or would not substantially satisfy the written representation of the Parish/Town Council; or where a Member for the ward in which the application site is located, or who is a Member of the Council's Development Control Committee, has requested (in writing) consideration by Committee, and;
 - (c) applications proposing other than major development (as defined above) referred by the Head of Planning & Growth following consultation with the Delegation Panel.

- (2) A [Members' Delegation Panel Scheme](#) (known as "the Panel") has been set up to deal with applications for Planning Permissions, Listed Building Consents and Conservation Area Consents. [The Panel is intended to deal with items which would normally be dealt with under delegated authority but where there is a contrary view from the Town/ Parish Council or where the Ward Member has requested that the application be referred to the Panel for a planning reason.](#) This will apply in cases including [\(but not limited to\)](#) applications from householders, advertised matters, applications for change of use, applications for minor residential development (as defined in Article 1(2) of the Town and Country Planning (General Development Procedure) Order 1995), applications for a variation of conditions, applications relating to hazardous substances, [notifications in relation to prior approval](#), TPO applications [and applications for works to trees in Conservation Areas](#).

In cases referred to above ~~where~~ decisions will only be taken following consultation with the Panel which will comprise the Chairman and/or Vice Chairman/men of Development Control Committee and any local Ward Member(s) who has/have expressed any interest in writing.

The [Delegation](#) Panel scheme will operate as follows:

- (a) Meeting of the Panel will normally take place fortnightly.
 - (b) A list of applications to be considered at the Panel will be circulated to all Members, and a written briefing report on each case prepared and circulated to the Chairman and Vice Chairman/men of Development Control Committee and any local Member(s) or adjacent Ward Member with the approval of the Ward Member(s) who has/have expressed any interest in writing, at least four clear working days in advance of the Panel meeting, with provision for emergency items at the discretion of the Chairman or Vice Chairman/men and Ward Member(s) ~~or adjacent Ward Member with the approval of the Ward Member(s).~~
 - (c) The local Member(s) may attend the Panel or submit representations in writing in order to make sure the Panel is clearly aware of their views and reasoning. Any Member may attend the Panel as an observer.
 - (d) The Council's Planning Case Officer(s) will present individual applications for discussion and decision, including all representations received and photographs of the site.
 - (e) The formal decision as to whether the application will be determined at Development Control Committee or by delegated authority will be made by the Head of Planning & Growth in consultation with the Chairman and/or Vice Chairman/men and any interested local Ward Member. In the absence of a consensus between the Members the application will be reported to the Development Control Committee.
 - (f) The relevant Parish/Town Council will be informed of the decision verbally by the Council's case officer within two working days of the Panel meeting and will be sent written reasons within 10 working days of the Panel meeting with copies to the Chairman, Vice Chairman/men of Development Control Committee and local Member(s).
- (3) The Committee is responsible (without imposing limitations on the ability to sub-delegate these functions in accordance with the scheme of delegation to officers) for matters relating to:
- (a) Development Control functions and enforcement including (but without limitation):
 - (i) The preservation of buildings and trees;
 - (ii) Controlling uses of land and buildings, including relocation of non-conforming uses, the making of discontinuance, revocation and modification orders and the making of agreements regulating the development and/or use of land or premises;

- (iii) Determination of planning applications and commenting upon development proposals by Suffolk County Council and other public bodies;
 - (iv) Determination of planning applications made by or on behalf of the Council, whether submitted by or on behalf of the Council itself or jointly with another person;
 - (v) Determination of applications relating to signs and advertisements;
 - (vi) Enforcement by means of issue of enforcement notices, breach of condition notices, stop notices and any other lawful instrument and subsequent prosecution or legal proceedings.
- (b) Building Control functions and enforcement, including but without limitation:
 - (i) approval of buildings and works under Building Regulations for the time being in force;
 - (ii) enforcement action including criminal, injunctive or other legal proceedings;
- (c) To fix fees and charges for all services administered by the Committee.

2 – Membership and meeting arrangements

- 2.1 The Committee will comprise no more than the minimum number of members necessary to allow appointment on the basis of one member from each Ward, unless the obligation to achieve political balance necessitates more than one member from that Ward, but no more.
- 2.2 The Committee will be appointed annually by the full Council and will be politically balanced.
- 2.3 The Committee will appoint its own Chairman and Vice-Chairman/Chairmen.
- 2.4 The Committee will meet in accordance with a schedule of ordinary meetings approved by the Council, although meetings may be cancelled due to lack of business. Special meetings of the Committee may also be called.

3 – Delegation of Functions

- 3.1 The majority of the Committee's functions will be determined by officers, as set out in Section 4 of this part of the Constitution. These delegations are subject to:-
 - (a) any such determination being consistent with Development Plans and adopted Borough and County Planning Policies;

- (b) statutory and customary consultations being carried out; and
- (c) the safeguards and consultative procedures listed in Part 1 above.

3.2 Those matters which will normally fall to be determined by the Committee are as defined part 1, paragraphs (1)(a) – (c) above. In exercising any of its functions, the Committee may refer any item to Council for a decision.

4 – Procedure at meetings

- 4.1 Procedure at meetings shall be in accordance with the Committee Procedure Rules, except as provided in 4.2 below.
- 4.2 The Committee shall have authority to determine from time to time its own arrangements for public speaking on applications, and which matters are to be included within those arrangements.

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Forest Heath District Council

Scheme of Delegation to Officers

(Extract from) Head of Human Resources, Legal and Democratic Services

(Re-allocation of responsibilities between the Service Manager (Legal and Democratic Services) and the Elections Manager)

2. Service Manager (Legal and Democratic Services)

43. To approve attendance of Members serving on Outside Bodies as an approved duty where appropriate.
44. To approve, as an approved duty, after such consultation as considered necessary, attendance by Members at a meeting, provided that the meeting complies with The Local Government (Committees and Political Groups) Regulations 1990.
45. To record the Members appointed to Committees in accordance with the political group representation on the Council as required by the Local Government (Committees and Political Groups) Regulations 1990.
46. When necessary, to appoint and re-appoint Members to serve on Committees, Sub-Committees, Working Parties, Panels and Review Groups (in accordance with the Political Balance Regulations and on the basis of the appropriate nominations of the political groups on the Council) and to convene meetings thereof.
47. To appoint and re-appoint Members to serve on the Mayoral Advisory Committee (in accordance with the Political Balance Regulations and on the basis of the appropriate nominations of the political groups on the Council) and to convene meetings thereof.
48. To appoint a Joint Panel of four Councillors to advise on the appointment, and terms and conditions, of members of the Independent Remuneration Panel in accordance with the nominations of the leaders of political groups on the Council.
49. To seek candidates for the Independent Remuneration Panel and, in consultation with the Councillor Panel, to determine its terms and conditions and to make appointments thereto.
50. ~~To refuse requests for parking permits in respect of the Great Churchyard, Bury St Edmunds.~~

- 50±. In consultation with the Chairman of the Democratic Renewal Working Party, to make minor amendments and additions to the Mayoralty Protocol as necessary from time to time.

4. Elections Manager

1. On behalf of the Chief Executive (or any other person appointed as Returning Officer or Acting Returning Officer), to deal with all matters concerning elections and electoral registration, (except the determination of electoral registration and election fees) and, prior to the adoption by the Council of draft or final recommendations/proposals, to deal with all matters concerning electoral, boundary and parish reviews.
2. To make Removal of Difficulty Orders pursuant to the Representation of the People Act, 1983 following consultation with the Borough Councillor(s) for that Ward.

Forest Heath District Council

(Extract from) Scheme of Delegation to Officers

Head of Operations

All of the following powers and duties are delegated to the Head of Operations, as well as to the specified Officers:

(a) All Operations Service Managers (Business, Waste and Street Scene, Property, Leisure and Culture)

1. To sign contracts pursuant to the Local Authorities (Goods and Services) Act 1970 or any other related or amending legislation.

(b) Service Manager (Business)

2. To determine, as part of budget consultation with the ~~Chief Finance Officer~~**Head of Resources and Performance**, an appropriate scale of charges for trade refuse to reflect the actual average costs of collection, disposal, administration and the prices charged by local companies with which we are in competition.
3. To serve Litter Abatement Notices and Street Litter Control Notices, in appropriate cases, under Section 92 of the Environmental Protection Act 1990.
4. To negotiate and agree an appropriate level of recycling credit to reflect the actual saving on waste collection and waste disposal and average costs of administration.
5. To serve Fixed Penalty Notices under Section 88 of the Environmental Protection Act 1990.
6. To negotiate and determine charges for materials collected at the recycling centres.
7. To set the charges for replacement wheeled bins.
8. To exercise the Council's functions and duties pursuant to the Refuse Disposal (Amenity) Act 1978; including the service of Notices relating to the removal of abandoned vehicles.
9. To serve a Graffiti Removal Notice upon any person responsible for a defaced surface requiring the defacement to be removed, under Section 49 of the Anti-Social Behaviour Crime and Policing Act 2014.
10. To seek to recover from the person on whom a Graffiti Removal Notice was served expenditure reasonably incurred in exercising the remedying of the defacement.

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11. Where appropriate, to impose fixed penalties on those responsible for a relevant offence falling under Section 132 of the Highways Act 1980 or Section 224(3) of the Town and Country Planning Act 1990.
12. To set and review the fee to be paid to a private contractor for the collection of abandoned vehicles in accordance with the budget.
13. To charge the sum for the removal, storage and disposal of abandoned vehicles, as prescribed by the appropriate Regulations where the owner of a vehicle is known.
14. To review on an annual basis the costs of supplying sacks and the charge for emptying a bin in accordance with the budget.
15. To take enforcement action under Section 46 of the Environmental Protection Act 1990, against householders who repeatedly contaminate their blue bin.

(c) Service Manager (Business) and the Fleet and Technical Manager

16. To give advice to client departments on the purchase of vehicles and plant.
17. To purchase vehicles and plant from the Vehicles and Plant Renewals Provision up to a maximum of £1~~7550~~,000 per item.

(d) Service Manager (Operations - Waste and Street Scene)

18. To manage the Council's refuse and litter and public cleansing service.
19. To manage the day to day management of the Council's Markets, within the Council's market regulations, byelaws and business plans, including the grant of licences and permissions to trade and, after consultation with the Portfolio Holder and Chief Finance Officer, to determine the charges to be levied.

(e) Service Manager (Property)

20. To approve expenditure from a building repairs reserve working balance (if any) for urgent repair work after consultation with the Chief Finance Officer.
21. To submit applications for planning permission.
22. To carry out all consultations in relation to the naming and renaming of streets and public buildings in accordance with the West Suffolk Procedure (<http://www.westsuffolk.gov.uk/planning/upload/Street-Naming-and-Numbering-Procedures.pdf>)

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23. To review ~~in accordance with the budget,~~ the service charges relating to the CCTV system, on an annual basis, to reflect the actual cost of providing the control room service and the prices charged by other organisations that are in competition.
24. To approve the temporary restrictions of traffic or closure of highways and the making of the necessary orders and to sign notices required to implement such restrictions as a matter of urgency.
25. To authorise entry on the council's landholdings for works pursuant to the Land Drainage Act 1976.
- ~~26. To carry out all consultations in relation to Traffic Regulation Orders and speed limit orders.~~
- ~~27.~~26. To make submissions to the relevant Government Department in connection with asset management planning.
- ~~28.~~27. To approve, after such consultation as considered necessary, the grant, renewal or variation of leases and grant of wayleaves over £50,000 annual value per transaction and the terms and conditions of sales, purchases, leases and other transactions relating to the Council's landholdings.
- ~~29.~~28. To approve the grant, renewal or variation of leases and grant of wayleaves and the terms of other transactions relating to the Council's landholdings under up to £50+0,000 (annual value per transaction).
- ~~30. To approve, after such consultation as considered necessary, the grant, renewal or variation of leases and grant of wayleaves and the terms and conditions of sales, purchases, leases and other transactions relating to the Council's landholdings. (This paragraph to be removed as duplicate of paragraph 28 above).~~
- ~~31.~~29. To approve terms and conditions of miscellaneous agreements relating to the Council's landholdings, including the grant of Wayleaves or Easements to statutory undertakers, after consultation with the relevant Head of Service where appropriate.
- ~~32.~~30. To dispose of open space land in accordance with the Council's policy.
- ~~33. To submit applications for planning permission, as well as the Service Manager (Legal).~~
- ~~34.~~31. To approve as Estate Owner designs and site layouts of residential and industrial proposals on council owned development land.

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(f) Service Manager (Property) and the Car Park Services Manager

- ~~35-32.~~ To deal with day to day management of the Council's Car Parks including enforcement of the traffic orders and, after consultation with the Portfolio Holder and ~~Chief Finance Officer~~Head of Resources and Performance, to determine all parking fees and excess charges to be levied.
33. To set the annual level of charge for residents' parking permits for those householders where a charge is levied, in consultation with Suffolk County Council Highways, the ~~Chief Finance Officer~~Head of Resources and Performance, the Local County Division Member and the Local Ward Member(s).
- ~~36-34.~~ To carry out all consultations in relation to Traffic Regulation Orders (TROs) and speed limit orders on the council's landholdings and respond on behalf of the councils to on-street TROs.
- ~~37-35.~~ To issue permits in relation to Traffic Regulation Orders.

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(g) Service Manager (Operations - Leisure and Culture)

- ~~38-36.~~ In consultation with the relevant Portfolio Holder and the ~~Chief Finance Officer~~Head of Resources and Performance, to review and amend the policy framework for the hiring of, and charging, catering and contracting at, the Council's public halls and ticket pricing for its arts programming (including the Bury St Edmunds Festival), within existing Financial and Contract Procedure Rules.
- ~~39-37.~~ To use income from the Gershom Parkington Bequest for the acquisition of appropriate additions to, and the maintenance of, the museum collection after such consultation as he considers necessary.
- ~~40-38.~~ To purchase exhibits in consultation with the ~~Chief Finance Officer~~Head of Resources and Performance for the museums from provisions set up for the purpose.
- ~~41-39.~~ To make arrangements for the provision of entertainments subject to any limitations imposed by the Cabinet and after consultation with relevant Heads of Service.
- ~~42-40.~~ To dispose of items in accordance with Guideline 181 of the Museums and Galleries Registration Scheme for Museums in the United Kingdom.
- ~~43-41.~~ To manage, maintain and control sports grounds, sports centres, parks, open spaces, cemeteries, disused churchyards and allotments in accordance with the agreed property strategy.

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44-42. To liaise with the Abbeycroft Leisure Trust, and in consultation with the ~~Chief Finance Officer~~Head of Resources and Performance, in respect of the scale of charges for admission to the Leisure Centres and associated facilities necessary to achieve the Council's Corporate Leisure, Sport and Health Objectives.

45-43. To set and adjust, after consultation with the ~~Chief Finance Officer~~Head of Resources and Performance, the charges for use of sports pitches in line with market forces and within the approved annual guide to the level of income.

46-44. To set and adjust, after consultation with the ~~Chief Finance Officer~~Head of Resources and Performance, the scale of cemetery charges.

47-45. To set and adjust, after consultation with the ~~Chief Finance Officer~~Head of Resources and Performance, the charges for tours and payments to guides in respect of the Bury St. Edmunds "Blue Badge" Guide Scheme.

48-46. To adjust fees, charges and hours of opening of the Council's Museums and related facilities, in consultation with the ~~Chief Finance Officer~~Head of Resources and Performance.

49-47. To approve terms and conditions of loans and gifts of works of art and museum exhibits.

50-48. To amend stockholding levels in consultation with the ~~Chief Finance Officer~~Head of Resources and Performance.

51-49. With regard to Play Schemes, subject to a report being submitted to the subsequent meeting of the Cabinet:

- (i) to accept, in appropriate circumstances, tenders other than the lowest; and
- (ii) by negotiation, to omit from a successful tender scheme discretionary items above the minimum specified and substitute other equipment, provided the submitted tender price is not exceeded.

52-50. To deal with day to day management of Shopmobility.

53-51. To discharge the relevant duties under the Localism Act 2011 relating to the Assets of Community Value (England) Regulations 2012.

(h) **Service Manager (Operations - Leisure and Culture) and the Entertainment and Events Manager**

54-52. In accordance with the Council's Financial and Contract Procedure Rules, to interpret and implement the Council's agreed policy

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framework (and to review, amend and implement operational policies and procedures) for:

- (a) catering; and
- (b) charging, hiring, contracting and ticketing.

at each of its public halls, and for its arts programming generally, in order to:

- (i) deliver the agreed objectives and financial targets of the public halls;
- (ii) achieve best value for local taxpayers and maintain the competitiveness of the public halls and the Council's arts programming;
- (iii) maintain the good reputation of the Council and help deliver its policy objectives;
- (iv) maximise the standards and consistency of service received by users of the public halls; and
- (v) reflect current and emerging practice in the public halls and arts markets.

~~55-53.~~ To sign artists' agreements for all of the Council's arts programming (including festivals), subject to consultation with the Service Manager (Legal) in respect of any agreement which is created by the artist or the artist's agents.

~~56-54.~~ To interpret and implement the Council's agreed policies for charging, contracting and ticketing in relation to the Bury St Edmunds Festival and for any other arts programming arranged by the Council.

~~57-55.~~ To sign artists' agreements for all of the Council's arts programming (including festivals), subject to consultation with the Head of Human Resources, Legal and Democratic Services in respect of any agreement which is created by the artist or the artist's agents.

Enforcement

~~58-56.~~ In accordance with the following Acts, as amended by the Clean Neighbourhoods and Environment Act 2005:

- (a) Environmental Protection Act 1990 [Section 88(1)]
- (b) Anti-Social Behaviour Act 2003 [Section 43]
- (c) Anti-Social Behaviour Act 2003 [Section 43]
- (d) Clean Neighbourhoods and Environment Act 2005 [Section 59]
- (e) Dogs (Fouling of Land) Act 1996

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The following suitably trained officers are authorised to issue fixed penalty notices:-

- Car Parks Manager
- Assistant Parking Services Manager
- Car Park Attendants
- Markets Supervisor
- Markets Officers
- Parks Manager
- Parks Development Manager
- Parks Development Officer
- Park Keepers
- Rangers
- Heritage Manager
- Heritage Officers
- Assistant Operations Managers
- Waste and Street Scene Enforcement Officers
- Waste and Street Scene Advisors
- Waste Development Officers
- Waste Strategy Officers

| ~~59.57.~~ The following posts be authorised to inspect, test and where appropriate issue unfit vehicle notices, which may include a suspension of the vehicle under s.68 of the Local Government (Miscellaneous Provisions) Act 1976:-

- Fleet and Technical Manager
- Assistant Fleet Manager
- Fleet Workshop Manager
- HGV Vehicle Fitters

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Forest Heath District Council

(Extract from) Scheme of Delegation to Officers

Head of Planning and Growth

(1) Planning and Development Matters

To discharge the Council's functions, powers and duties under the following Acts, Directives and Regulations together with any relevant current legislation being in force

Determination of Applications

1. Subject to the Delegation Panel Scheme, to determine planning applications and allied matters under the Town and Country Planning Act 1990 relating to the proper planning of the District in accordance with the written and approved policies of the Council as Local Planning Authority.

For the purpose of 1. above, 'planning and allied matters' relate to:

- All outline and full applications
- Submission of details
- Conversions and change of use
- Non material amendment and variations to permission and consents previously granted
- Installation of underground petroleum storage tanks, overhead electricity lines, equipment structures required by statutory undertakers and telecommunications,
- Display of advertisement under the Town and Country Planning (Control of Advertisement) (England) Regulations 2007 (as amended)
- Applications for the renewal of permission and consents
- Listed Building Consent applications , including referral to the Secretary of State of applications submitted by the Council
- Development under Regulation 3 or 4 of the Town & Country General Regulations 1992 (including applications made by the County Council).
- Validate and determine applications for Planning (Hazardous Substances) Regulations ~~1992~~2015, ~~as amended by the Planning (Control of Major Accident Hazards) Regulations 1999~~, or any subsequent Regulations made under the Planning (Hazardous Substances) Act 1990.
- Certificates of Lawfulness for general works and to Listed Buildings
- Conservation of Habitats and Species Regulations (2010) and Conservation of Habitats and Species (Amendment) Regulations 2012 in relation to Habitat Regulations Assessments.

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Prior Approval Process

2. To give notice in respect of all prior approval processes under the Town and Country Planning (General Permitted Development) (England) Order 2015 and any subsequent amendments or re-enactments thereof and to grant or refuse prior approval on behalf of the Local Planning Authority in respect of any prior approval process in cases where the developer has been given notice that such prior approval is required.

Certificates of Lawful Use

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3. To issue certificates under Section 191 or 192 of the Town and Country Planning Act 1990 (as amended), after consultation with the Service Manager (Legal).

Issuing Notices

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4. To issue all notices including reasons for refusal and imposition of conditions in respect of planning, listed building, tree preservation orders, advertisement applications and trees in conservation area notifications, hedgerow notifications and applications for prior approval under the provisions of the Town and Country Planning (General Permitted Development) Orders.

Conditions

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5. To determine:
 - (a) the conditions to be imposed on any grant of planning permission or similar consent; and
 - (b) whether a Planning Obligation pursuant to Section 106 of the Town and Country Planning Act 1990 and the Community Infrastructure Levy Regulations 2010 and [any](#) subsequent amendments [s to such legislation](#) is required in respect of any planning application and to authorise the Service Manager (Legal) to secure such Obligation.
6. To formulate conditions and reasons for refusal, the substance of which has been determined by the Development Control Committee.

Neighbouring Authorities

7. To make representations to another Authority concerning planning applications within that Authority's area.

County Matters

8. To comment upon development proposals of the Suffolk County Council and other public bodies unless such an application is a

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proposal judged by the Head of Planning & Growth (after consultation with the Chairman and/or Vice Chairman of the Development Control Committee) to be of such district-wide significance or to be so contentious that it should in the public interest be referred to the Development Control Committee for consideration and determination.

9. To declare any particular planning application to be a County matter.

Trees

10. To make Provisional Tree Preservation Orders, and confirm such orders in the event of no representation being received. Where representations are received, to refer the matter to the next available meeting of Committee for consideration.
11. To determine applications for works relating to trees which are in a Conservation Area or the subject of a Tree Preservation Order, including emergency works and proposals for the lopping, topping, felling or replacement of such trees (including authorising works to such trees on land in the Council's ownership).
12. To deal with applications for the felling of Trees in Conservation Areas under Section 211 of the Town and Country Planning Act 1990 where objections are received and the timetable for reporting the matter to the Development Control Committee prevent them being determined by the Committee within the statutory 6 week period.
13. To determine notices for the removal of hedgerows under the Hedgerows Regulations 1997.
14. As well as the Head of Planning and Growth , the Development Manager, all Principal Planning Officers in the Development Management and , Planning Policy and Growth Sections together with the Principal Planning Enforcement Officer, Principal Conservation Officer Ecology Tree and Landscape Officer to give and adopt such notices and opinions and to take such other action as may be necessary to ensure compliance with Regulation 61 of the Conservation of Habitats and Species Regulations (2010) in relation to Habitat Regulations Assessments.
154. In addition to the Head of Planning and Growth the following sub-delegations may be exercised by the Principal Enforcement Officer, the Ecology Tree and Landscape Officer and the Tree Officer i
n respect of Part 8 of the Anti-Social Behaviour Act 2003 with reference to High Hedges:-
 - (i) to serve High Hedge enforcement notices where determinations have not been complied with;

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- (ii) to enter land in the course of dealing with complaints, appeals and enforcement;
- (iii) to prepare and deliver the Council's case where an appeal against a determination has been lodged; and
- (iv) to determine a complaint and to issue a decision.

Appeals

The delegations in relation to Appeals are sub-delegated to the Service Manager (Planning – Development), the Service Manager (Planning – Strategy), all planning officers, enforcement officers, landscape officers and conservation officers in addition to the Head of Planning and Growth

- 15. To make representations including the submission of cost claims to the Secretary of State in respect of all planning and enforcement appeals conducted by exchange of written representations and by a hearing, including those under the provisions of the Town and Country Planning (Appeals) (Written Representation Procedure)(England) ~~Rules 2000~~ Regulations 2009, the Town and Country Planning (Hearings Procedure) (England) Rules 2000 and other relevant legislation/regulations (for appeals against the refusal of permission or consent and against an enforcement notice).
- 16. To give evidence including the submission of cost claims at all planning and enforcement inquiries, including those conducted under the provisions of the Town and Country Planning (Inquiries Procedure) (England) Rules 2000 and the Town and Country Planning (Determination by Inspectors) (Inquiries Procedure)(England) Rules 2000 (appeals against the refusal of permission or consent or in respect of applications called in by the Secretary of State) ~~and~~, the Town and Country Planning(Enforcement) (Inquiries Procedure) Rules 1992 and the Town and Country Planning (Enforcement) Inquiries Procedures (England) Rules 2002 (appeals against enforcement notices).
- 17. To make representations and give evidence as required in relation to appeals for non determination.

Enforcement

~~1826.~~ To take direct action or works in default as required in relation to Section 178 (Non Compliance with an Enforcement Notice) and Section 219 (Non Compliance with a Section 215 Notice).

In addition to the Head of Planning and Growth, the following sub delegations 19-29 may be exercised by the Principal Enforcement Officer, the Service Manager (Planning – Development), the Service Manager (Planning - Strategy) and (in the absence of the

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Principal Enforcement Officer) any Principal Planning Officer within Planning and Growth

- 198. To issue and serve Breach of Condition Notices under Section 187A of the Town and Country Planning Act 1990 (as amended).
- 1920. To authorise entry to land in accordance with the provisions of Section 196A and Section 324 of the Town and Country Planning Act 1990 (as amended) and Section 36 of the Hazardous Substances Act 1990 (in connection with the determination of any application and the service of notices).
- 210. To serve Planning Contravention Notices under Section 171C of the Town and Country Planning Act 1990 (as amended).
- 221. To serve requisition of Information Notices under Section 330, Town and Country Planning Act 1990 and Section 16 of the Local Government (Miscellaneous Provisions) Act 1976.
- 232. To issue Enforcement Notices under Sections 172 and 215 (Untidy Gardens), [Listed Building Enforcement Notices under Section 38 Town and Country Planning \(Listed Buildings and Conservation Areas\) Act 1990](#) and Stop Notices under Section 183 of the Town and Country Planning Act 1990 (as amended) after consultation with the Service Manager (Legal).
- 243. To serve Temporary Stop Notices under Sections 171E to 171H of the Town and Country Planning Act 1990 (as amended), and in consultation with the Service Manager (Legal).
- 254. To terminate investigative action in cases where it is appropriate not to pursue enforcement action.
- 265. To take all appropriate legal steps to secure compliance with extant Enforcement Notices and Stop Notices under Section 215 including prosecution, in consultation with the Service Manager (Legal).
- ~~26. To take direct action or works in default as required in relation to Section 178 (Non-Compliance with an Enforcement Notice) and Section 219 (Non-Compliance with a Section 215 Notice).~~
- 27. To authorise enforcement action under Part 8, Section 74 of the Anti-social Behaviour Act 2003 (High Hedges) (following determination of complaints under the same powers), in consultation with the Service Manager (Legal).
- 28. To take prosecution action under Part II Sections 3 and 4 and of the Clean Neighbourhoods Act 2005 to pursue action against the exposure of vehicles for sale on the highway and the repair of vehicles on the road.

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29. To monitor and enforce Planning Obligations pursuant to Section 106 of the Town and Country Planning Act 1990 and the Community Infrastructure Levy Regulations 2010 and subsequent amendments and instruct Head of legal to take the necessary action to prosecute any breaches that are unable to be resolved through negotiation.

Conservation Areas/Article 4 Directions/Listed Buildings

30. To determine whether it is appropriate to, and, if so, to serve Directions and Notices under Article 4 of the Town and Country Planning (General Permitted Development) Order ~~1995~~2015 and to confirm such Directions if no objections are received within the statutory consultation period.
31. To carry out reviews and to amend Directions under Article 4 of the Town and Country Planning (General Permitted Development)(England) Order 2015, in consultation with the Local Ward Member(s) and the relevant Portfolio Holder in consultation with the Local Ward Member(s) and the relevant Portfolio Holder.
32. Provided that the principle of the creation of the new Conservation Area, has been agreed by the Cabinet, to designate new, Conservation Areas, and to serve Notices to that effect under section 69 of The Planning (Listed Buildings and Conservation Areas) Act 1990 and in consultation with the local Ward Member(s) and the relevant Portfolio Holder.
33. Following a review by the authorised decision taker, to vary or cancel to Conservation Area Designations, and to serve Notices to that effect, under Section 69 of the Planning (Listed Buildings and Conservation Areas) Act 1990. and in consultation with the local Ward Member(s) and the relevant Portfolio Holder.
34. To issue Repairs Notices under Section 48 and Urgent Works Notices under Section 54 of the Town and Country Planning (Listed Building and Conservation Area) Act 1990.

In addition to the Head of Planning and Growth, the following sub delegations 35-38 may be exercised by the Principal Conservation Officer, the Service Manager (Planning-Strategy)and the Service Manager (Planning – Development)

354. To authorise entry to land in accordance with the provisions of Section 88 of the Town and Country Planning (Listed Buildings and Conservation Areas) Act 1990 and any subsequent amendments to this legislation.
365. To serve requisition of Information Notices under Section 89 of the Town and Country Planning (Listed Buildings and Conservation Areas) Act 1990 and any subsequent amendments to this legislation.-

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- 376. To issue Listed Building Enforcement Notices under Section 38 Town and Country Planning (Listed Buildings and Conservation Areas) Act 1990 after consultation with the Service Manager (Legal).
- 387. ~~To serve Building Preservation Notices under Section 3 of the Town and Country Planning (Listed Building and Conservation Areas) Act 1990 or any statutory modification or re-enactment thereof subject to reporting such action at the next meeting of the Cabinet or Committee as appropriate.~~
- 38. Issuing of decisions relating to applications for Listed Building Consent and Certificates of Lawfulness for Listed Buildings~~To issue Repairs Notices under Section 49 and Urgent Works Notices under Section 54 of the Town and Country Planning (Listed Building and Conservation Area) Act 1990.~~

Environmental Assessment

In addition to the Head of Planning and Growth, the following sub delegations 39-40 may be exercised by the Service Manager (Planning-Strategy) and the Service Manager (Planning – Development)

- 39. To require the submission of an Environmental Assessment under Regulation 7 of the Town and Country Planning (Environmental Impact Assessment) Regulations 2011
- 40. To give and adopt such notices and opinions and to take such other action as may be necessary to ensure compliance with the Town and Country Planning (Environmental Impact Assessment) Regulations 2011.

Building Regulations

- 41. The determination and relaxation of applications under the Building Regulations.
- 42. Powers and Duties under the Building Act 1984, which relate to Building Regulations.
- 43. Power to serve notices under Section 36 of the Building Act 1984, as amended.
- 44. Action under Sections 77 and 78 of the Building Act 1984, to deal with dangerous buildings and structures in emergency situations.
- 45. Action under Section 80 of the Building Act 1984, to deal with and control demolition work.
- 46. To authorise temporary road closures under Section 21 of the Town Police Clauses Act 1847.

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47. Authority for entry and the service of statutory notices and cautions and to take enforcement action (including prosecutions where permitted) under the Building Act, 1984.

4811. As well as the Head of Planning and Growth, the Building Control Manager and Building Control Surveyors issue decision notices under the Building Regulations and Building Acts and to serve notices in respect of contraventions of the Regulations and with respect to dangerous structures and demolitions under the Building Act.

4912. The Head of Planning and Growth, Building Control Manager and Building Control Surveyors, to instruct a contractor on the approved list to carry out all necessary action under Section 78 of the Building Act 1984 concerning emergency measures to deal with dangerous buildings and structures.

Local Land Charges

5048. To discharge the duties and services required by the Local Land Charges Act 1975 by maintaining a register of legally registrable local land charges for both Council areas and an index that is easily traced. The setting of fees for this service is delegated to the Head of Resources and Performance in consultation with the Head of Planning and Growth and subject to compliance with section 13A of the Act.

Pre-application charging

51. To set the fees for pre-application charging in consultation with the Head of Resources and Performance in accordance with the Fees and Charges policy

~~The Head of Planning and Growth makes the following sub-delegations to Officers:~~

~~(I) Sub-delegations to be exercised by officers in addition to the Head of Planning and Growth:~~

~~Planning—General Procedures~~

- ~~1. As well as the Head of Planning and Growth, the Service Manager (Planning—Development), all Principal Planning Officers in the Development Management Section Principal Conservation Officer and Principal Enforcement Officer to give and adopt such notices and opinions and to take such other action as may be necessary to ensure compliance with the Town and Country Planning (Environmental Impact Assessment) Regulations 2011~~
- ~~2. As well as the Head of Planning and Growth, the Service Manager (Planning—Development), all planning officers and enforcement officers, landscape officers and conservation officers:~~

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- (a) ~~make representations to the Secretary of State in respect of all planning appeals conducted by exchange of written representations and by a hearing, including those under the provisions of the Town and Country Planning (Appeals) (Written Representation Procedure) (England) Regulations 2000, the Town and Country Planning (Hearings Procedure) (England) Rules 2000 and other relevant legislation/regulations (for appeals against the refusal of permission or consent and against an enforcement notice); and~~
- (b) ~~give evidence at all planning inquiries, including those conducted under the provisions of the Town and Country Planning (Inquiries Procedure) (England) Rules 2000 and the Town and Country Planning (Determination by Inspectors) (Inquiries Procedure) (England) Rules 2000 (appeals against the refusal of permission or consent or in respect of applications called in by the Secretary of State) and the Town and Country Planning (Enforcement) (Inquiries Procedure) Rules 1992 (appeals against enforcement notices).~~
- 3. ~~As well as the Head of Planning and Growth, the Development Manager, all Principal Planning Officers in the Development Management and, Planning Policy and Growth Sections together with the Principal Planning Enforcement Officer, Principal Conservation Officer Ecology Tree and Landscape Officer to give and adopt such notices and opinions and to take such other action as may be necessary to ensure compliance with Regulation 61 of the Conservation of Habitats and Species Regulations (2010) in relation to Habitat Regulations Assessments.~~
- 4. ~~In respect of Part 8 of the Anti Social Behaviour Act 2003 with reference to High Hedges, The Principal Enforcement Officer and Ecology Tree and Landscape Officer and, Tree Officer:-~~
 - (a) ~~serve High Hedge enforcement notices where determinations have not been complied with;~~
 - (b) ~~enter land in the course of dealing with complaints, appeals and enforcement;~~
 - (c) ~~prepare and deliver the Council's case where an appeal against a determination has been lodged; and~~
 - (d) ~~determine a complaint and to issue a decision accordingly.~~

Planning Applications

- 5. ~~As well as the Head of Planning and Growth, the Service Manager (Planning — Development), all Principal Planning Officers in the Development Management Section, Principal Conservation Officer and Principal Enforcement Officer to issue decision notices on planning applications and to take all action necessary to ensure~~

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Appendix D

~~compliance with the Town and Country Planning (Environmental Impact Assessment) (England and Wales) Regulations 2015~~

16. As well as the Head of Planning and Growth, the Service Manager (Planning – Development), all Principal Planning Officers in the Development Management and Planning Policy and Growth Sections, the Principal Enforcement Officer and Principal Conservation Officer to deal with minor amendments and variations to planning permissions and consents and to discharge planning conditions.
27. In accordance with the Scheme of Delegation, Senior Planning Officers have authority to sign off and issue the following:
- (a) Issuing of decisions relating to planning applications for domestic extensions, and the issuing of decisions for related listed building consent and Demolition applications;
 - (b) Issuing of decisions relating to applications under the advertisement regulations and the issuing of decisions for related listed building consent applications;
 - (c) Issuing of decisions relating to applications for development Plan compliant minor applications where no 'contrary view' is expressed and all 'other' category developments where the Parish/Town Council has not expressed a contrary view and the issuing of decisions for related listed building consent applications;
 - (d) Issuing of decisions relating to planning applications for extensions/alterations to commercial premises and the issuing of decisions for related listed building consent and applications;
 - (e) Issuing of decisions relating to planning applications for minor operations and the issuing of decisions for related listed building consent and applications;
 - (f) Issuing of decisions relating to applications for the discharge of conditions;
 - (g) Issuing of decisions relating to minor amendment applications relating to any of the application types mentioned above a – e;
 - (h) Issuing of decisions relating to planning applications for variation of conditions relating to any of the application types mentioned above a – e;
38. All planning and conservation officers to have authority to sign off and issue the following:

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- (a) Issuing of decisions relating to applications for the discharge of conditions and non-material amendments relating to applications which they have previously dealt with;
- (b) Sign their own letter relating to pre-application advice which they may give, subject to the letter containing the latest standard disclaimer.

It should be noted that no Officer will sign off an application where they have been the Case Officer. Every decision should have been signed off in accordance with the Scheme of Delegation, by at least two Officers.

Planning Enforcement

~~9. In accordance with the Scheme of Delegation, the Principal Enforcement Officer, the Service Manager (Planning Development) and (in the absence of the Principal Enforcement Officer) any Principal Planning Officer within Planning and Growth:~~

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~~(a) To issue and serve Breach of Condition Notices under Section 187A of the Town and Country Planning Act 1990;~~

~~(b) To authorise entry to land in accordance with the provisions of Section 196A and Section 324 of the Town and Country Planning Act 1990, Section 88 of the Town and Country Planning (Listed Buildings and Conservation Areas) Act 1990 and Section 36 of the Hazardous Substances Act 1990;~~

~~(c) To serve Planning Contravention Notices under Section 171C of the Town and Country Planning Act 1990 (as amended);~~

~~(d) To serve Requisition of Information Notices under Section 330, Town and Country Planning Act 1990, Section 89 of the Town and Country Planning (Listed Buildings and Conservation Areas) Act 1990 and Section 16 of the Local Government (Miscellaneous Provisions) Act 1976;~~

~~(e) To issue Enforcement Notices under Sections 172 and 215 (Untidy Lands), Listed Building Enforcement Notices under Section 38 Town and Country Planning (Listed Buildings and Conservation Areas) Act 1990 and Stop Notices under section 183 of the Town and Country Planning Act 1990 in consultation with the Service Manager (Legal);~~

~~(f) To serve Temporary Stop Notices under Sections 171E to 171H of the Town and Country Planning Act 1990 (as amended), and in consultation with the Service Manager (Legal);~~

~~(g) To terminate investigative action in cases where it is appropriate not to pursue enforcement action;~~

~~(h) To take all appropriate legal steps to secure compliance with extant Enforcement Notices and Stop Notices under section 215 including prosecution, in consultation with the Service Manager (Legal);~~

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~~(i) To authorise enforcement action under Part 8, Section 74 of the Anti-social Behaviour Act 2003 (High Hedges) (following determination of complaints under the same powers);~~

~~(j) To take prosecution action under Part II Sections 3 and 4 and of the Clean Neighbourhoods Act 2005 to pursue action against the exposure of vehicles for sale on the highway and the repair of vehicles on the road in consultation with the Service Manager (Legal);~~

~~(k) To monitor and enforce Planning Obligation pursuant to Section 106 of the Town and Country Planning Act 1990 and the Community Infrastructure Levy Regulations 2010 and subsequent amendments and instruct Service Manager (Legal) to take the necessary action to prosecute any breaches that are unable to be resolved through negotiation;~~

~~(l) To comment upon and object to vehicle operators' license applications on behalf of the Head of Planning and Growth;~~

Conservation Areas/Listed Buildings

~~10. In accordance with the Scheme of Delegation, the Principal Conservation Officer and the Service Manager (Planning Strategy) have authority to sign-off and issue the following:~~

~~(a) Issuing of decisions relating to applications for Listed Building Consent and Certificates of Lawfulness for Listed Buildings;~~

~~(b) To authorise entry to land under Section in accordance with the provisions of Section 88 of the Town and Country Planning (Listed Buildings and Conservation Areas) Act 1990;~~

~~(c) Serve Requisition of Information Notices under Section 89 of the Town and Country Planning (Listed Buildings and Conservation Areas) Act 1990;~~

~~(d) Issue Listed Building Enforcement Notices under Section 38 Town and Country Planning (Listed Buildings and Conservation Areas) Act 1990 in consultation with the Service Manager (Legal);~~

~~(e) Serve Building Preservation Notices under Section 3 of the Town and Country Planning (Listed Building and Conservation Areas) Act 1990 in consultation with the Service Manager (Legal);~~

Building Control

~~11. As well as the Head of Planning and Growth, the Building Control Manager and Building Control Surveyors issue decision notices under the Building Regulations and Building Acts and to serve notices in respect of contraventions of the Regulations and with respect to dangerous structures and demolitions under the Building Act.~~

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~~12. The Head of Planning and Growth, Building Control Manager and Building Control Surveyors, to instruct a contractor on the approved list to carry out all necessary action under Section 78 of the Building Act 1984 concerning emergency measures to deal with dangerous buildings and structures.~~

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Forest Heath District Council

(Extract from) Council Procedure Rules

(Proposed amended wording set out below)

4. Appointment of substitute members of committees and sub-committees

- 4.1 As well as allocating seats on committees, the Council may allocate seats in the same manner for substitute members. In the case of sub-committees, the appointing committees will determine the number of substitutes and appoint them. Substitute members must be from the same political group as the absent member. If a substitute member cannot be found from the list of prescribed substitutes, a temporary substitute may be appointed by the Service Manager (Legal) on receipt of the prescribed form authorised by the relevant group leader. In the case of the full member not being in a group, the full member seeking a substitute will authorise the form. Substitutes cannot be appointed for the Cabinet.
- 4.2 When the Council (or a Committee) wishes to appoint substitutes to a Committee (or Sub-Committee) it will, ~~as far as possible,~~ adhere to the rules of political proportionality, subject to the total number of substitutes being no more than half of the total number of Members of the Committee (or Sub-Committee).
- 4.3 The powers and duties of substitutes are set out in the Committee Procedure Rules.

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Forest Heath District Council

(Extract from) Committee Procedure Rules

(Proposed amended wording set out below)

9. Substitutes Powers and Duties

- 9.1 Once a substitute has been declared, he or she will have the ordinary status of a member present in his or her own right and will not be the delegate of the original member. He or she will not be able to exercise any special powers or duties exercisable by the person for whom he or she is substituting. Any disqualification of the original member to speak or vote, however, is not transferred to the substitute. Conversely, if a substitute member is disqualified to speak or vote on a particular item, he or she must declare it as if he or she were an original member.
- 9.2 If an original member arrives at a meeting at which a substitute has already been declared, the substitute will remain the member entitled to speak and vote. Once a substitution has been declared, the original member will not be entitled to attend the meeting, either as a member of the committee or sub-committee or 'by invitation' (*this is because if a substitution is declared it is on the pre-supposition that the original member has declared him or herself unable to attend the meeting*).
- 9.3 The procedure for the appointment of temporary substitutes will be in accordance with paragraph 4.1 of the Council Procedure Rules in Part 4 of this Constitution.

Substitution Rules

- 9.4 At the commencement of each meeting of a committee or sub-committee (or upon arrival, if arriving late) each member substituting for another member will declare the said substitution.
- 9.5 Once a substitute has been declared as present in place of a member for a meeting of that committee or sub-committee, that substitute will take the place of the member and will be able to speak and vote (subject to the declaration of any interests, as is usual practice).
- 9.6 Once a substitute has declared that he or she is substituting for another member, the original member will not be able to replace the substitute member during the course of the meeting. If the substitute member leaves the meeting during the course of the meeting, the original member will not be allowed to attend and vote in place of the substitute.

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- 9.7 If, at the commencement of the meeting, the original member is present, then a substitution cannot take place.
- 9.8 Any original member of a committee may seek a substitute from any of those on the appointed list of substitutes for that committee or sub-committee, provided that they are from the same political group to maintain political balance.
- 9.9 No substitute member has the automatic right to substitute for another member who is not present; it is for the original member to select a substitute in accordance with paragraph 9.8 above.
- 9.10 Substitute members cannot be appointed to attend meetings for a member who ceases to no longer be a member of the Council (ie by way of resignation, disqualification or death in service).

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Forest Heath District Council

JOINT INDEPENDENT REMUNERATION PANEL PROCEDURE RULES

Forest Heath District Council and St Edmundsbury Borough Council ("the Councils") have established a Joint District / Borough Independent Remuneration Panel to make recommendations on remuneration levels for District and Borough Councillors.

1.0 TERMS OF REFERENCE

- 1.1 The Panel shall be in place for a term of office for 4 years, commencing 1 June 2016, expiring on 31 May 2020. The Panel shall produce a report by the 30 November each year, making recommendations to each of the District and Borough Councils as to:
- a) the amount of the basic allowance which should be payable to its Elected and Co-opted Members;
 - b) the responsibilities, roles or duties where special responsibility allowance should be payable and the amount of such allowances;
 - c) the amount of any travelling and subsistence allowance which should be payable to its Elected and Co-opted Members;
 - d) whether child care and dependants' carers' allowance should be payable and the amount of such allowance;
 - e) Annual adjustment / increase of allowances;
 - f) such other functions as may be allocated to the Panels by Statute, from time to time.
- 1.2 The Panel's Reports shall be submitted to the Councils by way of the Chairman of the Panel.

2.0 PANEL MEMBERSHIP AND APPOINTMENT

- 2.1 The Membership of the Joint Independent Remuneration Panel shall consist of up to 6 Members appointed by the Joint Independent Remuneration Selection Panel.
- 2.3 The following persons cannot be appointed to the Panel, namely a person:
- a) who is a Member or Co-opted Member of either of the Councils; or
 - b) a person who is disqualified from being or becoming an elected Member of either of the Councils.
- 2.4 Appointment to the Panel shall be for a period of not more than 4 years.

31.03.2016

2.5 A Member of the Panel may be reappointed following the end of their term of appointed provided that the Councils carry out a recruitment process involving public advertisement.

2.6 The Members of the Panel shall receive the following allowances to be reviewed every 4 years:

Panel Members: £100.00 per Meeting attended.

2.7 Wherever possible the Panel Members shall be treated as separate and individual consultants who are responsible for their own tax, National Insurance etc.

2.8 A person specification shall be drawn up and agreed by the Joint Independent Remuneration Selection Panel, to ensure that the candidates who are appointed:

- a) are able to demonstrate a high degree of personal integrity;
- b) are not Members of any Local Authority and are not disqualified from being or becoming a Member of a Local Authority;
- c) have, if possible, the appropriate level of skill, knowledge and understanding of setting remunerations;
- d) have the necessary time and commitment for the role;
- e) will disclose the extent of their connections to any political party or other group and whether these are such as to risk the effective discharge of the Panel's functions were the candidate to be appointed.

2.9 Terms of appointment shall include a provision that the Council will have the right to remove particular Members from the Panel before the 4 year term expires in special circumstances such as:

- a) Becoming disqualified for any of the following reasons:
 - An elected Councillor of any Local Authority;
 - Employed by Forest Heath District Council or St Edmundsbury Borough Council;
 - A senior employee (in a politically restricted post) of another local authority;
 - The subject of a bankruptcy restrictions order or interim order;
 - Subject to a conviction in the last 5 years of an offence with a sentence of imprisonment (whether suspended or not) for a period of not less than 3 months without the option of a fine; and
 - In debt to or in dispute with Forest Heath District Council or St Edmundsbury Borough Council.
- b) Breach of confidentiality.

31.03.2016

- c) Persistent non-attendance; and
- d) Any other act or behaviour which may bring the Panel or the Councils into disrepute.

3.0 PANEL OPERATING RULES

3.1 The Panel's terms of office shall commence on 1 June 2016;

3.2 The Panel shall:

- a) appoint its own Chairman at the first Meeting and, thereafter, at the first Meeting in each Municipal year;
- b) require a quorum of 3 at all Meetings;
- c) meet a minimum of once in each Municipal year, with such additional Meetings as necessary to fully discharge the functions of the Panel; and
- d) otherwise devise its own rules for the conduct of Meetings providing that such rules are consistent with legislative requirements and good governance practice.

4.0 DELEGATED FUNCTIONS

4.1 The Panel shall have the following delegated functions:

- a) To research Members' Allowances schemes in other relevant Authorities;
- b) To gather evidence from interested persons and relevant organisations
- c) To conduct interviews with relevant persons; and
- d) To produce the Annual Report to the Councils, in line with the Terms of Reference of the Panel, and the Chairman of the Panel to present recommendations at both Council meetings.

4.2 Note:

- a) A copy of the relevant Report shall be provided to the relevant Council;
- b) Once having received the Report, the Council shall, as soon as reasonably practicable, ensure that copies of that Report are available for inspection by members of the public at the principal office of the Authority, at all reasonable hours; and

- c) Once having received the Report, the Council shall publish in one or more newspapers circulating in its area, a notice which:
 - i) states that it has received recommendations from an Independent Remuneration Panel in respect of its scheme;
 - ii) describes the main features of the Panel's recommendations;
 - iii) specifies the recommended amounts of each allowance mentioned in the Report in respect of that Authority;
 - iv) states that copies of the Panel's Report are available at both Councils offices for inspection by members of the public at such times as may be specified by the Councils in the notice; and
 - v) specifies the addresses of both Councils offices at which such copies are made available.
- d) The relevant Councils shall supply a copy of any Report made by the Panel, where possible electronically, to any person who requests a copy. Where a hard copy is provided, both Councils may charge such reasonable copying and postage fees, as may be determined from time to time.

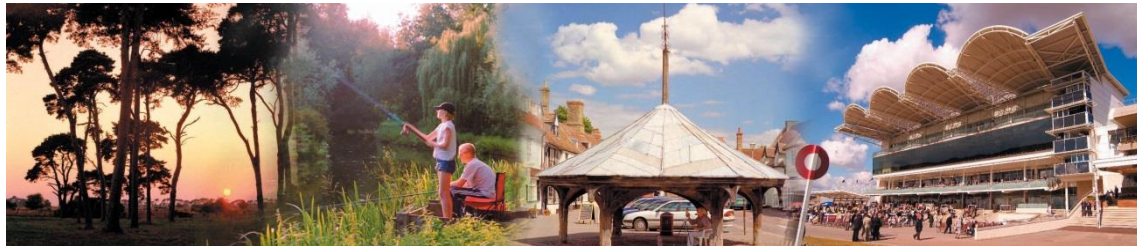
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Forest Heath
District Council

Forest Heath & St Edmundsbury councils

West Suffolk
working together



ANNUAL SCRUTINY REPORT 2015-2016

Produced: May 2016

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Introduction



Councillor Simon Cole

**Chairman of the
Overview and Scrutiny Committee
2015-2016**



Councillor Colin Noble

**Chairman of the Performance and
Audit Scrutiny Committee
2015-2016**

Welcome to the Annual Report on the overview and scrutiny function at Forest Heath District Council.

Overview and scrutiny is central to the decision-making process of the Council, and this Annual Report sets out the work of the committee during 2015-2016. The report is not intended to cover all the work of the committee in great detail, but to present some examples of where and how scrutiny has contributed to change, challenge and service improvements, and to give you a flavour of the work undertaken, in the hope that you will be encouraged to play more of a role in the scrutiny process in the coming year.

2015-2016 was another busy year for the committee, with the Overview and Scrutiny Committee carrying out several policy and scrutiny reviews alongside our usual workload. The Committee also held informal joint scrutiny meetings with members of St Edmundsbury Borough Council's Overview and Scrutiny Committee to discuss key issues for West Suffolk.

The Performance and Audit Scrutiny Committee, in its second year of operation, continued to increase the scope of its internal and external audit monitoring role.

2015-2016 was also another strong year for external involvement in our scrutiny reviews, with representatives from partner organisations attending meetings or taking part in consultations to help the committees with their investigations.

We hope you find this Annual Report both informative and interesting, and that you will continue to follow the progress of the scrutiny function at Forest Heath.

May 2016

What does Scrutiny do?

The scrutiny function of this and other councils was introduced under the Local Government Act 2000, which required councils to set up new structures to replace the previous committee system. The aim of the Government's programme for modernising local government was for local people to know more about how their local council works and to get more involved. As part of this, councils were required to establish at least one "overview and scrutiny committee" to monitor decisions made and where appropriate, to advise the Council on matters of policy or service delivery.

Forest Heath has two such committees. The Overview and Scrutiny Committee looks back at how and why decisions were made, how services are functioning and where improvements can be made, but in its role as community leader also looks at wider issues. It also examines new and evolving policies.

The Performance and Audit Scrutiny Committee has particular responsibility for monitoring the performance of services, as well as internal audit, risk management and procurement, and has responsibility for scrutinising the Council's budget, including any proposals for cost reductions.

Each Committee comprises ten Members. The arrangements for appointments to the Committees are made without compliance with the political balance requirements in SS15 and 16 of the Local Government and Housing Act 1989.

What we don't do

Overview and Scrutiny does not deal with individual complaints. The council has a complaints procedure in place to deal with this. However, the Committee welcomes suggestions on wider issues which members of the public feel should be reviewed. The functions and responsibilities of the Committee are set out in detail in the Council's Constitution, which is available on the Council's website.

Overview and Scrutiny Committee

Responsibilities:

- Community leadership
- Reviews
- Pre-decision scrutiny
- Post implementation review
- Policy development and review
- External and joint scrutiny
- Call-ins and Councillor Calls for Action
- Holding the Cabinet to account
- Holding Portfolio Members to account
- Scrutiny improvement

As the Council's critical friend, the Overview and Scrutiny Committee holds the Cabinet, full Council and staff to account by monitoring the decision making process and testing existing practices to check they are working properly. It can also call in Cabinet decisions to scrutinise them before they are put into practice. The Overview and Scrutiny Committee is able to stand back from the decision making process, look at the outcomes for the people of Forest Heath and West Suffolk and contribute to ensuring improved performance.

The Committee also looks at the impact on the community of key plans and strategies within the Council's policy framework, investigating why things are as they are, researching options, challenging assumptions and suggesting improvements. When looking at a new policy, the Committee ensures it would contribute to the Council's priorities as set out in the West Suffolk Strategic Plan 2014-2016, and that any links to other Council policies demonstrate continuity. When reviewing existing policies, the Committee investigates how successful it has been, whether it achieved its objectives within budget and to timescale, and what needs to change. In all its policy development, the Committee aims to enhance services and make life better for people living and working in Forest Heath, as well as those visiting us.

The Committee has up to eight scheduled meetings per year.

Performance and Audit Scrutiny Committee

- Performance management
- Internal and external audit responsibilities
- Strategic risk management
- Revenue and Capital Budget monitoring and budget development
- Scrutiny of the annual accounts
- Procurement

Scrutiny also has an important role to play in monitoring the performance of services. The Performance and Audit Scrutiny Committee looks at how well the Council's services are performing by considering a range of information such as performance indicators and reports from external inspectors, and by monitoring action plans. It does not carry out reviews, but may recommend that a review is carried out by the Overview and Scrutiny Committee or another appropriate committee or working group where a need has been identified.

This Committee also leads on improvement planning and risk management, as well as monitoring the Council's budget, and approving the Council's Annual Statement of Accounts in accordance with the powers delegated to it under the Council's Constitution. It also leads on the development of a sustainable forward budget. In 2015-2016 it held five informal joint monitoring meetings with St Edmundsbury's Performance and Audit Scrutiny Committee, plus a special individual meeting in September to consider the annual accounts.

How does Scrutiny work?

The Overview and Scrutiny Committee has a rolling work programme which prioritises the investigations it will carry out over the coming months and is reviewed and updated at each meeting. Managing the work programme with this flexibility enables the Committee to consider matters of local concern, not previously scheduled but which may merit inclusion during the year.

The Committee gathers evidence from a variety of sources including the Council's own information, other local authorities, partner organisations, service users, expert witnesses or research carried out by the committees themselves. Once it has gathered all the evidence the committee makes its report, complete with recommendations, usually to the Cabinet.

Call-ins

Any decision by Cabinet or a Cabinet Member may be “called in” by any five members of the Council. Call-in is used where Councillors have evidence which suggests that a decision was not taken in accordance with the principles of good decision making set out in the Constitution, or in the context of the Council’s policy or budget framework, and is only used in exceptional circumstances.

Councillor Call for Action

The Councillor Call for Action (CCfA) was introduced under Section 119 of the Local Government and Public Involvement in Health Act 2007 (the Act) and came into force on 1 April 2009. The Act enables any councillor to refer to the Overview and Scrutiny Committee any local government matter or any crime and disorder matter which affects their ward / division, within certain limitations. These limitations are set out in the Councillor Call for Action Protocol, which is available as part of the Council’s Constitution. Since its introduction the Committee had received no Councillor Call for Action requests.

Training and Development

We recognise the importance of training and development for both Councillors and officers who support the scrutiny role at Forest Heath. Regular targeted training, both internally and externally has facilitated in the development of a successful scrutiny function.

Meetings

Meetings are held in public (except when exempt or confidential material is being discussed), and in order to prevent whole meetings being taken up by a single topic, “Task and Finish / Research” groups are set up to carry out major reviews and report back to the main committee with their recommendations.

Community involvement

The Committee works hard to develop and improve the scrutiny process at Forest Heath and aims to continually increase the involvement of stakeholders and public engagement at its meetings through public speaking.

The Committee gathers evidence with the involvement of external witnesses, and invites representatives to attend meetings to assist in its work.

Overview and Scrutiny Committee support

The Committee is supported by a Democratic Services Officer (Scrutiny), who is the lead officer for both Forest Heath District Council and St Edmundsbury Borough Council’s scrutiny functions. The post requires working closely with the Corporate Policy Team, the Chief Executive, Directors, Heads of Service, Cabinet Members, the Chairman / Vice-Chairman of the Committee and other Members of the Council. For further information or answers to any queries relating to the Council’s Overview and Scrutiny function or activities, please contact Christine Brain, Democratic Services Officer (Scrutiny) on (01638) 719729 or email Christine.brain@westsuffolk.gov.uk.

Members of Overview and Scrutiny (2015–2016)

The Committee comprises ten members, or as may from time to time be determined by the Council. No member of the Cabinet may be a member of the Overview and Scrutiny Committee.

 Councillor Simon Cole Committee Chairman	Committee Members Cllr Andrew Appleby Cllr Chris Barker The late Cllr David Bimson Cllr John Bloodworth Cllr Ruth Bowman Cllr Christine Mason Cllr Reg Silvester Cllr Lance Stanbury	 Councillor Bill Sadler Committee Vice-Chairman
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Review of the Past Year

This section describes some of the key scrutiny topics covered during the year (June 2015 to April 2016), and their associated outcomes.

Informal Joint Overview and Scrutiny Meetings

The Committee held one extraordinary Informal Joint Overview and Scrutiny Committee meetings during the year with Members of St Edmundsbury's Overview and Scrutiny Committee to enable informal joint discussions to take place between the two authorities.

Following the informal joint discussions, the two Overview and Scrutiny Committee's then met separately and voted on the recommendations for consideration for each council's respective Cabinet.

Reviews carried out in Informal Joint Overview and Scrutiny Meetings

Business Case for a Housing Development Company

On 15 October 2015, discussions took place to enable members to scrutinise the business case for establishing a commercial company limited by shares for the purpose of developing housing, including homes for sale, private rent, affordable rent and shared ownership. The company would be wholly-owned by Forest Heath District Council (25%), St Edmundsbury Borough Council (25%) and Suffolk County Council (50%), and would provide a revenue income to all Councils.

Members scrutinised the business case in detail and asked a number of questions of the Portfolio Holder responsible for Housing and the Head of Housing to which comprehensive responses were provided. In particular discussions were held on the company structure; why other alternative options had been rejected; the composition of the Board of Directors; the role of the Shareholder Advisory Group; why the company was being set up jointly with Suffolk County Council;

the future potential for other organisations to be able to join the Housing Company; providing housing to support extended families; supporting people who wanted to build their own homes; the provision of 30% affordable housing; the risk of oversaturating the housing market and the future effect of devolution.

Members noted that the Overview and Scrutiny Committee would receive each year the Housing Company's Annual Business and Delivery Plan for scrutiny prior to it going to each full Council for approval. Discussions were also held on the proposed governance arrangements.

The Committee recommended to Cabinet that the business case be approved subject to an amendment clarifying the role of the independent directors.

Single-meeting reviews

The Role of Newmarket Vision

The Committee on 10 September 2015 received a presentation, which provided a broad overview on the role of Newmarket Vision, which included its:

- History
- A specific action list
- Structure (community planning; education; transport; town centre; steering group)
- How it worked
- Relationship with local authorities
- Representation
- Achievements to date (Newmarket music festival; under starters orders; launch of Discover Newmarket)
- Future projects (cinema project; parking strategy; community rail partnership)
- Funding (Forest Heath officer time: 100 hours per month; no other allocated funding)
- Consultation
- Measures of success (delivery of action plan; progress towards the 20 year vision).

Newmarket Vision's 20 year vision had 10 bold statements, which included 45 specific actions, split across four specific broad areas:

- Community Planning
- Education
- Transport / Traffic
- Town Centre

The Cabinet Member for Families and Communities explained the role of the Steering Group which had been established to keep the whole project on track by supporting the four delivery groups in delivering the agreed actions as quickly as possible. The Steering Group was represented by:

- Councillor Sarah Stamp (SCC – Communities Portfolio Holder)
- Councillor Robin Millar (District Council – Families and Communities Portfolio Holder)
- Councillor John Berry, substituted by Councillor Warwick Hirst (Newmarket Town Council Representative)

The Steering Group was considering its role and that of the delivery groups, its achievements and its own structure with a focus on being more of an enabler rather than an authorising body.

Members discussed the presentation in detail and asked a number of questions of the Cabinet Member and officers who provided comprehensive responses. The Committee noted the presentation subject to a progress update in six months.

Police and Crime Commissioner – Suffolk Local Policing Review

The Police and Crime Commissioner (PCC) had been invited to the Committee's meeting on 10 March 2016 to give a presentation on the Suffolk Local Policing Review and to answer questions from the Committee. He was accompanied by Gareth Wilson (Chief Constable) and Supt. Andrew Manson (Local Policing Commander for the West).

The presentation set out the reasons for the Local Policing Review, which covered the following areas:

- Strategic direction and budget;
- Managing demand;
- Partnership working;
- Protecting victims and vulnerable people;
- Commission and grants;
- Innovation;
- Tackling new forms of crime; and
- Preventing and reducing crime.

Members of the Committee asked a number of questions of the PCC, Chief Constable and the Local Policing Commander. In particular discussions were held on the decriminalisation of parking and access to justice.

The Chairman of the Committee thanked the Police and Crime Commissioner and his officers for an informative presentation.

Cabinet Liaison

The Committee considers at each meeting the **Cabinet's Decisions Plan** and requests further information or involvement as necessary.

The Committee in June 2015 considered the Cabinet's Decisions Plan and requested involvement in the **Mildenhall Hub project**, prior to being considered by Cabinet. On 14 January 2016, the Committee received a presentation 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. A detailed business case was still under preparation for reasons outside of the Council's control.

Members discussed the presentation in detail. In particular discussions were held on traffic issues; the protection of the current amenity area; timescales; soft play centre/leisure users' crèche and the Ambulance Service.

The Committee noted that a detailed business case would be presented to the Committee for scrutiny later in 2016.

Cabinet Members who attended Overview and Scrutiny in 2015-2016

Cabinet Member for Planning and Growth

On 10 September 2015, the Cabinet Member for Planning and Growth was invited to the meeting to give an account of his portfolio responsibilities and to answer questions from the Committee. The portfolio covered the following areas:

- Building control
- Conservation
- Development control
- Enforcement
- Environmental health
- Growth areas and regeneration
- Licensing
- Planning policy
- Rural development
- Tourism (strategic)
- Town centres

The Planning and Growth Team was responsible for a number of high level services. The presentation provided a summary of what the team was dealing with. The Cabinet Member was particularly interested in reviewing the work and providing a list of priorities, particularly the activities of Development Management in delivering prompt decisions and economic development was focusing on providing business opportunities in Forest Heath.

Discussions were held around the size of the portfolio; economic development (public transport and attracting businesses to the area); and various types of industrial units.

Members congratulated the enforcement team on the work being carried out in driving down the backlog in older cases.

Cabinet Member of Operations

On 12 November 2015, the Cabinet Member for Operations was invited to the meeting to give an account of his portfolio responsibilities and to answer questions from the Committee. The presentation set out the areas of responsibility; structure; key facts; and current major projects.

The service area was split over three broad areas with split portfolio responsibility for the West Suffolk service with St Edmundsbury Borough Council; namely waste and street scene; property services, and leisure/cultural services.

A breakdown of operational costs was provided for waste and property only, and total operations including leisure for Forest Heath, St Edmundsbury and West Suffolk. A number of statistics and major projects covering waste and property services was also included.

In particular the Committee discussed in detail Bartec in-cab technology; car parking strategy; CCTV; Depot Road, Newmarket and income generation.

Cabinet Member for Leisure and Cultural Services

On the 14 January 2016, the Cabinet Member for Leisure and Culture was invited to the meeting to give an account of his portfolio responsibilities and to answer questions from the Committee. The presentation set out the areas of responsibility; structure; key facts and current major projects.

The service was split over three key areas of responsibility within the leisure and cultural portfolio, these being parks services; 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 cover Forest Heath was also included.

In particular the Committee discussed in detail income generation; performance; GP referrals; Discover Newmarket and sports pitches.

Cabinet Member for Resources and Performance

On the 10 March 2016, the Cabinet Member for Resources and Performance was invited to the meeting to give an account of his portfolio responsibilities and to answer questions from the Committee. The presentation set out the overall areas of responsibility including (legal, elections and democratic services, finance and performance, ICT and human resources). Current priorities were also discussed along with the ICT Plan; finance and performance challenges; Finance and Performance Plan; Human Resources challenges; Anglia Revenues Partnership Plan; future uncertainties and member development.

Members discussed the presentation in detail. In particular discussions were held on the future uncertainties regarding the Government legislation on the National Living Wage and its impact; pensions; IT resilience and paperless working.

Cabinet Member for Families and Communities

On the 21 April 2016, the Cabinet Member for Families and Communities was invited to the meeting to give an account of his portfolio responsibilities and to answer questions from the Committee. The presentation set out the broad areas of responsibility for (corporate communications; corporate policy; customer services; families and communities). The presentation also included facts; figures and priorities for the coming year.

Members discussed the presentation in detail. In particular discussions were held on care and health in communities; evaluating the impact of our families and communities approach; community chest funding; community safety and domestic violence; Mildenhall bus station; and the role of Councillors around being more aware of their ward area and residents but not turning Councillors into social workers.

The Cabinet Member informed the Committee that the work of families and communities portfolio was about pre-prevention and how to help people deal with a variety of issues to stop them developing into something worse.

External Joint Scrutiny

A Member of the Committee was appointed to the **Suffolk Health Overview and Scrutiny Committee**, which is responsible for the scrutiny of health provision across the County. Nominations to other joint county scrutiny committees are made by Annual Council alongside other outside bodies.

Call-ins and Councillor Calls for Action

This year no Councillor Call for Actions (CCfAs) were submitted, and there were also no call-ins.

Other

The Committee was given responsibility for scrutinising the Authority's use of its **surveillance powers** under the Regulation of Investigatory Powers (Directed Surveillance and Covert Human Intelligence Sources) Order 2010, and received quarterly reports on the use of these powers. During 2015-2016, no such surveillance had been authorised.

From April 2016, the Committee was given responsibility for receiving quarterly reports on changes made to the Constitution by the Monitoring Officer under his delegated authority. The Monitoring Officer, in consultation with the Head of Paid Service and relevant Portfolio Holder, has delegated authority to make minor amendments to the constitution arising from changes to legislation; changes to staffing structures or job descriptions or changes in terminology.

The Committee during the year considered one work programme suggestion which had been submitted by a Member of the Committee in January 2016, relating to "transport links for rural villages in Forest Heath", which was subsequently included in the Committee's rolling work programme for 2016.

Review of Past Year Performance and Audit Scrutiny Committee

 <p>Councillor Colin Noble Committee Chairman</p>	<p>Committee Members Cllr Andrew Appleby Cllr David Bimson Cllr Ruth Bowman Cllr Brian Harvey Cllr Louise Marston Cllr Christine Mason Cllr Peter Ridgwell Cllr Lance Stanbury</p>	 <p>Councillor Louis Busuttil Committee Vice-Chairman</p>
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This section describes some of the key scrutiny topics covered during the year (June 2015 to May 2016) by the Performance and Audit Scrutiny Committee, and their associated outcomes.

Joint working with St Edmundsbury Borough Council's Performance and Audit Scrutiny Committee

During 2015-2016 the Committee held four informal joint meetings, at alternate venues with St Edmundsbury Borough Council's Performance and Audit Scrutiny Committee. In September, the Committee met separately to scrutinise and approve the Council's 2014-2015 Annual Statement of Accounts.

Scrutiny of Budget Savings

The Performance and Audit Scrutiny Committee plays an integral role in delivering a sustainable budget for the Council. There were again significant levels of savings to be achieved, and the Committee scrutinised all proposals for growth and savings in the 2016-2017 budget before making recommendations to Cabinet.

This work commenced on 24 September 2015, with a report setting out the context of the 2016-2017 budget and proposed budget saving targets for 2016-2017 to 2017-2018.

The key strategy to deliver savings over the coming years is to expand the work on shared services with Forest Heath District Council to streamline supplies, services and income, together with a range of other local savings initiatives. Over several meetings, the Committee scrutinised a number of proposals for savings both through shared services and local savings, all of which were incorporated into the Budget and Council Tax Setting report considered by Cabinet on 10 February 2016.

Performance Management

The Committee received on 4 June 2015, a report setting out the Council's new approach to performance management in 2015-2016 through the use of a recognised performance management tool, the **Balanced Scorecard**.

The Balanced Scorecard report during the year replaced a number of individual existing reports presented to the Committee, such as the quarterly **Key Performance Indicators**; quarterly **West Suffolk Strategic Risk Register** and the **Biannual Corporate Complaints and Compliments Digest**.

Audit Responsibilities

The Committee scrutinised the work of the **Internal Audit Team** towards achieving the 2015-2016 audit plan, with updates during the year at which the results of completed audits were discussed. At its 4 June 2015 meeting, the Committee approved an **Internal Audit Plan for 2015-2016**.

The Accounts and Audit (England) Regulations 2011 require a **review of the effectiveness of internal audit** once a year. The review forms part of the review of the overall system of internal control required for the **Annual Governance Statement**. The Committee noted the report's conclusion, that internal audit was operating effectively and could be relied upon as a key source of evidence in the Annual Governance Statement.

The Council is required to produce and publish an **Annual Governance Statement** (AGS), which covers six core governance principles, and is approved by the Committee, and signed by the Leader of the Council and the Chief Executive Officer. The Annual Governance Statement had been prepared by the Officer Governance Group as a joint statement for Forest Heath District Council and St Edmundsbury Borough Council to reflect both councils working together and sharing services across West Suffolk. The Committee approved the AGS for signing by the Chief Executive and the Leader of the Council.

Various reports from **Ernst and Young (EY)** were considered over the year. In June 2015 the **External Audit Plan and Fees 2014-2015 and 2015-2016 Indicative Fees** was received from EY which covered the work they planned to perform in order to provide the Council with an audit opinion on the Council's financial statements, and a statutory conclusion on its arrangements to secure economy, efficiency and effectiveness. The report summarised EY's proposed audit approach and scope for the 2014-2015 audit along with the planned fees to complete the work for 2014-2015, and also included the indicative fees for 2015-2016. At the same meeting the **Annual Certification Report 2013-2014** was considered, which summarised the results of the certification work which had been undertaken as part of the annual audit of grant claims to government departments.

In September 2015 EY presented the **2014-2015 ISA 260 Annual Governance Report** to the Committee, which set out the key messages arising from the audit of the Council's financial statements, and included an assessment of the Council's arrangements for securing value for money in its use of resources.

At the meeting held on 25 November 2015, EY presented the **2014-2015 Annual Audit Letter**, which confirmed the completion of the audit of the 2014-2015 financial statements.

In May 2016, EY presented the **Certification of Claims and Returns Annual Report 2014-2015**, which set out the results of the certification work which had

been undertaken as part of the annual audit of grant claims to government departments.

Budget Monitoring

Budget Monitoring reports were brought to the Committee quarterly, in order for it to flag up any areas of concern to the Cabinet. The Committee received the **Financial Outturn Report (Revenue and Capital) 2013-2014** at its meeting on 4 June 2015, following the 30 June deadline for production of the draft accounts for audit. The report included a financial commentary on the year, details of revenue and expenditure including budgeted and actual expenditure and an explanation of the main variances, and details of how services were paid for. Capital income and expenditure was also discussed, as well as reserves and treasury management. On 25 May 2016, the Committee received the **Financial Outturn Report (Revenue and Capital) 2015-2016**, which included a financial commentary for the year.

The Committee scrutinised and approved the Council's **2014-2015 Annual Statement of Accounts** at its meeting on 24 September 2015. At the same meeting it scrutinised the External Auditors **Draft 2014-2015 ISA 260 Annual Governance Report** to those charged with governance and recommended delegating the sign-off of this report, including approval of the Council's letter of representation, to the Chairman or the Vice Chairman of the Committee.

Treasury Management

The Committee is also responsible for scrutinising during the year the **Treasury Management Investment Activity and Performance Monitoring Reports (2015/2016)**, the **Annual Treasury Management and Investment Strategy Statements 2016-2017** and **Treasury Management Code of Practice**.

Work Programme for 2016–2017

The Overview and Scrutiny Committee carries out some of its work in “Task and Finish” groups, which undertake investigations and reviews and report back to the main Committee. This enables a greater number of Councillors to engage in scrutiny, as well as ensuring a Councillor lead on issues from the beginning of their review. The Performance and Audit Scrutiny Committee works differently in that the bulk of its work is set around its quarterly budget and performance monitoring responsibilities.

The Committee has access to resources, to assist it in carrying out its work programme, which can be used, for example, in engaging specialist assistance, obtaining evidence, carrying out site visits, and paying for meeting accommodation, training and development.

Overview and Scrutiny Committee

The Overview and Scrutiny Committee has a rolling work programme, set a few meetings ahead, to enable it to be more reactive to changing priorities. In addition to any call-ins or Councillor Calls for Action which may arise, and additions to the rolling work programme through submitted work programme suggestions, the Overview and Scrutiny Committee will consider the following issues during the year:

- Directed Surveillance (Quarterly update)
- Cabinet Decisions Plan
- Annual Report 2016-2017
- Locality Budget Scheme (Biannual update)
- Local Air Quality Strategy Progress Report 2015-16

In addition to the above items, Extraordinary Informal Joint Scrutiny Sessions will be called, as necessary, with members of St Edmundsbury Borough Council’s Overview and Scrutiny Committee to enable common issues to be scrutinised jointly.

Performance and Audit Scrutiny Committee

The Performance and Audit Scrutiny Committee will have the following responsibilities and will consider quarterly monitoring reports along these lines, jointly with St Edmundsbury Borough Council’s Performance and Audit Scrutiny Committee, as well as scrutinising the Council’s annual accounts, and making recommendations on delivering a sustainable budget for 2017-2018.

- Performance Management *(including West Suffolk Strategic Risk Management/Corporate Compliments and Complaints)*
- Budget Monitoring and Budget Development
- Internal and external audit
- Financial Performance (Revenue and Capital) monitoring and review.
- 2015-2016 Statement of Accounts
- Procurement
- Treasury Management

For more information about how scrutiny works at Forest Heath District Council, please contact the Democratic Services Officer (Scrutiny) on (01638) 719729.



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Forest Heath & St Edmundsbury councils

West Suffolk
working together

Approved by Council: **Insert Date June 2016**

**For more information please contact the Democratic Services
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