

Cabinet



Forest Heath
District Council

Title:	Agenda												
Date:	Tuesday 20 June 2017												
Time:	6.00 pm												
Venue:	Council Chamber District Offices College Heath Road Mildenhall												
Membership:	<p>Leader James Waters</p> <p>Deputy Leader Robin Millar</p> <table border="0"> <thead> <tr> <th><u>Councillor</u></th> <th><u>Portfolio</u></th> </tr> </thead> <tbody> <tr> <td>David Bowman</td> <td>Operations</td> </tr> <tr> <td>Stephen Edwards</td> <td>Resources and Performance</td> </tr> <tr> <td>Andy Drummond</td> <td>Leisure and Culture</td> </tr> <tr> <td>Robin Millar</td> <td>Families and Communities</td> </tr> <tr> <td>Lance Stanbury</td> <td>Planning and Growth</td> </tr> </tbody> </table>	<u>Councillor</u>	<u>Portfolio</u>	David Bowman	Operations	Stephen Edwards	Resources and Performance	Andy Drummond	Leisure and Culture	Robin Millar	Families and Communities	Lance Stanbury	Planning and Growth
<u>Councillor</u>	<u>Portfolio</u>												
David Bowman	Operations												
Stephen Edwards	Resources and Performance												
Andy Drummond	Leisure and Culture												
Robin Millar	Families and Communities												
Lance Stanbury	Planning and Growth												
Interests – Declaration and Restriction on Participation:	Members are reminded of their responsibility to declare any disclosable pecuniary interest not entered in the Authority's register or local non pecuniary interest which they have in any item of business on the agenda (subject to the exception for sensitive information) and to leave the meeting prior to discussion and voting on an item in which they have a disclosable pecuniary interest.												
Quorum:	Three Members												
Committee administrator:	Sharon Turner Democratic Services Officer (Cabinet) Tel: 01638 719237 Email: sharon.turner@westsuffolk.gov.uk												

Public Information



Forest Heath

District Council

Venue:	District Offices College Heath Road Mildenhall Suffolk, IP28 7EY	Tel: 01638 719000 Email: democratic.services@westsuffolk.gov.uk Web: www.westsuffolk.gov.uk
Access to agenda and reports before the meeting:	Copies of the agenda and reports are open for public inspection at the above address at least five clear days before the meeting. They are also available to view on our website.	
Attendance at meetings:	The District Council actively welcomes members of the public and the press to attend its meetings and holds as many of its meetings as possible in public.	
Public speaking:	Members of the public who live or work in the District are invited to put one question or statement of not more than three minutes duration relating to items to be discussed in Part 1 of the agenda only. If a question is asked and answered within three minutes, the person who asked the question may ask a supplementary question that arises from the reply. A person who wishes to speak must register at least 15 minutes before the time the meeting is scheduled to start. There is an overall time limit of 15 minutes for public speaking, which may be extended at the Chairman's discretion.	
Disabled access:	The public gallery is on the first floor and is accessible via stairs. There is not a lift but disabled seating is available at the back of the Council Chamber on the ground floor. Please see the Committee Administrator who will be able to help you.	
Induction loop:	An Induction loop operates to enhance sound for anyone wearing a hearing aid or using a transmitter.	
Recording of meetings:	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). 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.	

Agenda

Procedural Matters

Part 1 - Public

1. Apologies for Absence

2. Minutes

1 - 14

To approve as a correct record the minutes of the Cabinet meetings held on 16 May 2017 and 30 May 2017 (Extraordinary (Informal Joint)) (attached).

3. Open Forum

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

4. Public Participation

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

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

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

5. Report of the Performance and Audit Scrutiny Committee - 25 May 2017

15 - 22

Report No: **CAB/FH/17/027**

Portfolio Holder: Stephen Edwards

Chairman of Committee: Louis Busuttill
Brain

Lead Officer: Christine

	<i>Page No</i>
<p>6. Report of the Overview and Scrutiny Committee – 6 June 2017</p> <p>Report No: CAB/FH/17/028</p> <p>Chairman of Committee: Simon Cole Lead Officer: Christine Brain</p>	23 - 28
<p>7. Report of the West Suffolk Joint Growth Steering Group – 6 June 2017</p> <p>Report No: CAB/FH/17/029</p> <p>Portfolio Holder: Lance Stanbury Chairman of the Steering Group: Alaric Pugh Lead Officer: Julie Baird</p>	29 - 36
<p>8. Mildenhall Hub - Investing in Renewable Energy Technologies</p> <p>Report No: CAB/FH/17/030</p> <p>Portfolio Holder: James Waters Lead Officer: Peter Gudde</p>	37 - 48
<p>9. Leisure Opportunities in Newmarket</p> <p>Report No: CAB/FH/17/031</p> <p>Portfolio Holder: Lance Stanbury Lead Officer: Jill Korwin</p>	49 - 60
<p>10. Adoption of Public Space Protection Orders</p> <p>Report No: CAB/FH/17/032</p> <p>Portfolio Holders: David Bowman and Andy Drummond Lead Officers: Mark Christie and Damien Parker</p>	61 - 76
<p>11. Discretionary Rate Relief Following Revaluation - Development of a Local Scheme 2017/2018</p> <p>Report No: CAB/FH/17/033</p> <p>Portfolio Holder: Stephen Edwards Lead Officer: Rachael Mann</p>	77 - 96
<p>12. West Suffolk Joint Pay Policy Statement 2017/2018</p> <p>Report No: CAB/FH/17/034</p> <p>Portfolio Holder: Stephen Edwards Lead Officer: Karen Points</p>	97 - 110
<p>13. Draft West Suffolk Annual Report 2016/2017</p> <p>Report No: CAB/FH/17/035</p> <p>Portfolio Holder: James Waters Lead Officer: Davina Howes</p>	111 - 182

14. West Suffolk Community Energy Plan - Investing in New Opportunities **183 - 188**

Report No: **CAB/FH/17/036**

Portfolio Holder: Lance Stanbury

Lead Officer: Peter Gudde

15. Modern Slavery and Anti- Trafficking Statement **189 - 200**

Report No: **CAB/FH/17/037**

Portfolio Holder: James Waters

Lead Officer: Karen Points

16. Decisions Plan: June 2017 to May 2018 **201 - 216**

Report No: **CAB/FH/17/038**

To consider the most recently published version of the Cabinet's Decisions Plan

Portfolio Holder: James Waters

Lead Officer: Ian Gallin

17. Exclusion of the 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. Financial Support for Newmarket Open Door - Supported and Temporary Accommodation (para 3) **217 - 224**

Report No: **CAB/FH/17/039**

Portfolio Holders: Robin Millar and

Sara Mildmay-White, West Suffolk Lead for Housing

Lead Officer: Davina Howes

(This item is to be considered in private under paragraph 3 of Schedule 12A of the Local Government Act 1972, as it contains information relating to the financial and business affairs of a particular organisation)

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

19. Leisure Opportunities in Newmarket (para 3)

225 - 238

Exempt Appendices 2 to 6 to Report No: **CAB/FH/17/031**
Portfolio Holder: Lance Stanbury Lead Officer: Jill Korwin

(This item is to be considered in private under paragraph 3 of Schedule 12A of the Local Government Act 1972, as it contains information relating to the financial and business affairs of a particular organisation)

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

Cabinet



Forest Heath
District Council

Minutes of a meeting of the **Cabinet** held on
Tuesday 16 May 2017 at 6.00 pm at the **Council Chamber,**
District Offices, College Heath Road, Mildenhall, IP28 7EY

Present: **Councillors**

Chairman James Waters
Vice Chairman Robin Millar

Stephen Edwards
Lance Stanbury

By Invitation:

Simon Cole

(Chairman of the Overview and Scrutiny Committee)

308. **Councillor Bill Sadler**

Prior to the commencement of the meeting, the Leader asked all those present to observe a minute's silence in memory of Councillor Bill Sadler who had sadly passed away that morning.

309. **Apologies for Absence**

Apologies for absence were received from Councillors David Bowman and Andy Drummond.

310. **Minutes**

The minutes of the meeting held on 4 April 2017 were unanimously confirmed as a correct record and signed by the Chairman.

311. **Open Forum**

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

312. **Public Participation**

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

313. **Report of the Overview and Scrutiny Committee: 20 April 2017 (Report No: CAB/FH/17/020)**

Councillor Simon Cole, Chairman of the Overview and Scrutiny Committee, presented this report which informed the Cabinet of the following items which had been discussed by the Committee on 20 April 2017 and he also drew relevant issues to the attention of the Cabinet:

- (1) Annual Presentation by the Portfolio Holder for Families and Communities.
- (2) Monitoring Community Safety Activities including Western Suffolk Community Safety Partnership.
- (3) West Suffolk Housing Strategy: Update on Progress Against Action Points.
- (4) Review and Revision of the Constitution (Quarterly Report).
- (5) Directed Surveillance Authorised Applications (Quarter 4).
- (6) Work Programme Update and Formation of a West Suffolk Information Strategy Joint Task and Finish Group.

Separately, Councillor Cole also referred to the recent announcement by the Leaders of both Forest Heath District Council and St Edmundsbury Borough Council on plans to create a new single council for West Suffolk to meet future challenges. Councillor Cole asked as to whether there would be an opportunity within this process for the Overview and Scrutiny Committee to be involved in these discussions. The Service Manager (Democratic Services)/Monitoring Officer confirmed that the Committee would be able to have an involvement in this process.

With the vote being unanimous, it was

RESOLVED:

That the contents of Report No: CAB/FH/17/020, being the report of the Overview and Scrutiny Committee, be noted.

314. Report of the Anglia Revenues and Benefits Partnership Joint Committee: 28 March 2017 (Report No: CAB/FH/17/021)

Councillor Stephen Edwards, Portfolio Holder for Resources and Performance, presented this report which provided an outline of the issues discussed by the Anglia Revenues and Benefits Partnership Joint Committee at its meeting on 28 March 2017.

On 28 March 2017, the Joint Committee considered the following substantive items of business:

- (1) Performance Report.
- (2) Welfare Reform Update.
- (3) Transformation Programme Update.
- (4) Forthcoming Issues.
- (5) Exempt Item: Risk Based Verification Policy Review Report – March 2017.
- (6) Partnership Working through Section 101 Agreement.

Councillor Edwards also drew relevant issues to the attention of the Cabinet.

With the vote being unanimous, it was

RESOLVED:

That the content of Report No: CAB/FH/17/021, being the report of the Anglia Revenues and Benefits Partnership Joint Committee, be noted.

315. Restructure Proposal for the Housing Options and Homelessness Team (Report No: CAB/FH/17/022)

Councillor Robin Millar, Portfolio Holder for Families and Communities, presented this report which outlined the proposed restructure of the Housing Options and Homelessness Team, including the requirement for additional posts to meet new statutory requirements.

Councillor Millar explained that this restructure had been prompted by a number of factors, including:

1. A number of staff changes and the urgent requirement to fill vacant posts.
2. The need to have a robust service which could respond to forthcoming significant legislative changes, particularly the Homelessness Reduction Act.
3. Recognition that changes to Universal Credit (UC) would have a real impact on tenants and landlords across West Suffolk.
4. Reduction in the number of Housing Related Support funded beds, anticipated changes to housing support funding from 2018 and continual changes to the welfare system.
5. A review of the Councils' landlord liaison activities.
6. Feedback from the Housing Peer Review.

Paragraph 3 of Report No: CAB/FH/17/022 outlined the funding of the proposed new structure and explained that in March 2017, the DCLG had announced a new Flexible Homelessness Support Grant (which replaced the DWP Temporary Accommodation Management Fee from 1 April 2017). This Grant was paid directly to councils and was ring-fenced for an initial two year period and during that time may only be used to prevent or deal with homelessness. Funding allocations had been announced for the next two years, with funding for 2019/2020 being announced later this year.

Paragraph 3.3 of the report set out the funding allocations which had been awarded to both Forest Heath District and St Edmundsbury Borough Councils for 2017/2018 and for 2018/2019. Paragraph 3.4 also set out the detail for the proposed use of this Grant to fund the restructure.

With the vote being unanimous, it was

RESOLVED:

That:-

1. The additional statutory duties which will be in place as a result of the Homelessness Reduction Act, be noted.
2. The service be restructured and that an additional 6.8 FTE staff be required to meet the new statutory duties.
3. The funding of the additional posts be secured from the Flexible Homelessness Reduction Grant.

316. **Annual Review of Cabinet's Working Groups, Joint Committees/Panels and Other Groups (Report No: CAB/FH/17/023)**

The Cabinet considered this report which presented the annual review and re-appointment of Cabinet's Working Group, Joint Committees/Panels and Other Groups for 2017/2018. It was explained that the Cabinet was required to review the membership and Terms of Reference of these relevant bodies, which were attached as Appendix A to E to Report No: CAB/FH/17/023.

No changes were being recommended to the majority of the existing arrangements, with the following exceptions:

- To disband the West Suffolk Joint Emergency Planning Panel as relevant updates would be provided to all Councillors on emergency planning matters via the intranet and e-mail as required and to use normal Cabinet or scrutiny mechanisms to input to, and adopt, any work by the Suffolk Joint Emergency Planning Policy Panel.
- The Terms of Reference for the West Suffolk Joint Growth Steering Group had been revised to reflect the future significance of this Steering Group with the Council's growth agenda and development of common West Suffolk planning policies. The amended Terms of Reference also reflected the proposed disbanding of St Edmundsbury Borough Council's Sustainable Development Working Party and Forest Heath District Council's Local Plan Working Group (once the Council's Local Plan had been adopted).

Together with the other recommendations contained in the report, the Cabinet supported these proposals and with the vote being unanimous, it was

RESOLVED:

Current Cabinet Working Group: Forest Heath District Council Membership only

1. That:-

- (a) The Local Plan Working Group continues to operate at the present time in accordance with its current Terms of

Reference, as detailed in Appendix A to Report No CAB/FH/17/023.

- (b) The future direction of the Local Plan Working Group, as outlined in Section 1.2.2 of Report No CAB/FH/17/023, be noted.

Current Joint Panels and Steering Group: Joint Membership with St Edmundsbury Borough Council

- 2. That the West Suffolk Joint Growth Steering Group continues to operate in accordance with its amended Terms of Reference contained in Appendix B to Report No: CAB/FH/17/023.
- 3. That:-
 - (a) The West Suffolk Joint Emergency Planning Panel be disbanded.
 - (b) Relevant updates be provided to all councillors on emergency planning matters via the intranet and e-mail as required, and to use normal Cabinet or scrutiny mechanisms to input to, and adopt, any work by the Suffolk Joint Emergency Planning Policy Panel.
- 4. That:-
 - (a) The West Suffolk Joint Health and Safety Panel and the West Suffolk Joint Staff Consultative Panel continue to operate in accordance with their current Terms of Reference contained in Appendices D and E to Report No: CAB/FH/17/023 respectively.
 - (b) Periodical meetings of the Joint Panels continue to be scheduled as and when required, but with regard to the discussion outlined in Section 1.3.16.

Political Balance

- 5. That:-
 - (a) The Service Manager (Democratic Services) and Monitoring Officer be requested to exercise their existing delegated authority to re-appoint or appoint as applicable, Members and Substitute Members to the Local Plan Working Group, West Suffolk Joint Growth Steering Group, West Suffolk Joint Health and Safety Panel and the West Suffolk Joint Staff Consultative Panel for 2017/2018, on the nominations of the Group Leaders.
 - (b) Such re-appointments/appointments be made on the basis of political balance requirements, where applicable and identified in Report No CAB/FH/17/023.

Joint Committees: Anglia Revenues and Benefits Partnership Joint Committee

6. That the Service Manager (Democratic Services) and Monitoring Officer be requested to exercise their existing delegated authority to re-appoint or appoint as applicable, one full Cabinet Member and two Substitute Cabinet Members to the Anglia Revenues and Benefits Partnership Joint Committee for 2017/2018, on the nomination of the Leader of the Council.

Other Informal Working Groups

7. That:-
 - (a) The Cabinet's existing informal Working Groups be retained as indicated in Section 1.6.2 of Report No: CAB/FH/17/023.
 - (b) Provided that resources are available to support them, further informal task-and-finish working groups continue to be established to consider specific issues as required throughout 2017/2018.

Re-appointment of Representatives to Outside Bodies

8. The Members stated in Section 1.7.2 of Report No: CAB/FH/17/023 be re-appointed as 'Observers' to the respective outside bodies listed and that the Leader or ex-officio appointments to the project or partnership groups listed in Section 1.7.3, be noted.

317. Decisions Plan: May 2017 to May 2018 (Report No: CAB/FH/17/024)

The Cabinet considered Report No: CAB/FH/17/024, which was the Cabinet Decisions Plan covering the period May 2017 to May 2018.

Members took the opportunity to review the intended forthcoming decisions of the Cabinet. However, no further information or amendments were requested on this occasion.

318. Revenues Collection and Performance Write-Offs (Report No: CAB/FH/17/025)

Councillor Stephen Edwards, Portfolio Holder for Resources and Performance, presented this report which sought approval for the write-off of uncollectable amounts in respect of Business Rates.

The Portfolio Holder also referred to paragraphs 3.2 and 3.3 of the report which set out the collection rates for the National Non Domestic Rates (NNDR) and for the Council Tax as at 31 March 2017. The Portfolio Holder also wished to express his thanks to the Anglia Revenues Partnership (ARP), as the collection rates achieved as at 31 March 2017, had been in line with the profiled targets.

With the vote being unanimous, it was

RESOLVED:

That the write-offs of the amount detailed in the exempt Appendix 1 to Report No: CAB/FH/17/025, be approved, as follows:

1. Exempt Appendix 1: Business Rates totalling £21,477.32.

319. Exclusion of the Press and Public

See Minute Number 320. below.

320. Exempt Appendix 1: Revenues Collection Performance and Write-Offs (paras 1 and 2) (Report No: CAB/FH/17/025)

The Cabinet considered Exempt Appendix 1 to Report No: CAB/FH/17/025. However, no reference was made to specific detail and, therefore, this item was not held in private session.

The Meeting concluded at 6.20 pm

Signed by:

Chairman

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Extraordinary (Informal Joint) Cabinet



Forest Heath
District Council

Notes of informal discussions of the FHDC/SEBC **Cabinets** held on **Tuesday 30 May 2017 at 4.38 pm** in the **Council Chamber, District Offices, College Heath Road, Mildenhall, IP28 7EY**

Present: Councillors

Forest Heath District Council (FHDC)

James Waters (in the Chair for the informal discussions)

David Bowman	Stephen Edwards
Andy Drummond	Robin Millar

St Edmundsbury Borough Council (SEBC)

John Griffiths

Robert Everitt	Alaric Pugh
Sara Mildmay-White	Jo Rayner
Ian Houlder	Peter Stevens

In attendance: Ruth Bowman (FHDC) Carol Bull (SEBC)

Prior to the formal meeting, informal discussions took place on the following substantive item:

(1) The Future of Local Government in West Suffolk

All Members of St Edmundsbury Borough Council's Cabinet had been invited to attend Forest Heath District Council's Offices at College Heath Road, Mildenhall to enable joint informal discussions on the report to take place between the two authorities, prior to seeking formal approval at their respective separate Cabinet meetings, immediately following the informal discussions.

The Chairman/Leader of Forest Heath District Council, welcomed all those present to the District Offices. He firstly requested that a minute's silence be observed in remembrance of those affected by the tragic events in Manchester as a result of an atrocious act of terrorism. The Service Manager (Democratic Services) and Monitoring Officer subsequently advised on the

CAB.FH.30.05.17

format of the proceedings for the informal discussions and subsequent separate meetings of each authority.

Under their Constitutions, both Cabinets listed as standing agenda items: an 'Open Forum', which provided the opportunity for non-Cabinet Members to discuss issues with Cabinet and also 'Public Participation', which provided the opportunity for members of the public to speak. Therefore, as any matters arising from the discussions held during these agenda items may have some bearing on the decisions taking during the separate formal meetings, non-Cabinet Members and members of the public were invited to put their questions/statements prior to the start of the joint informal discussions.

1. Open Forum

No non-Cabinet Members in attendance wished to speak.

2. Public Participation

There were no members of the public in attendance.

3. The Future of Local Government in West Suffolk (Report Nos: CAB/SE/17/022 and CAB/FH/17/026)

The Cabinets considered the above report, which sought approval for a number of recommendations to enable further work to be undertaken on testing potential suitable future governance options for west Suffolk. This would specifically include the development of a draft business case on the option of a single council for west Suffolk, for presenting to each Council on 13/14 June 2017.

Councillors James Waters and John Griffiths, FHDC's and SEBC's respective Leaders, drew relevant issues to the attention of both Cabinets, including that in recognition of the significant changes in the UK economy, society and demographics, alongside financial and governmental changes, it was timely for all local councils to consider their role, form and structure, in order to ensure they were fit for purpose for the next decade. Many of these challenges were new and more complex than those previously faced by local government.

FHDC and SEBC had taken the opportunity to reflect on their arrangements to secure future financial and structural resilience so that a strong base from which to invest in could continue in order to support communities and businesses, and enable the delivery of services to customers into the next decade.

The Cabinets considered each of the following issues, as detailed in the report:

- (a) the changing context for local government in west Suffolk;
- (b) the options for future governance that were available to the councils, including the option of a single council for west Suffolk;
- (c) the proposed approach to exploring these options;
- (d) the longer-term process; and
- (e) the immediate next steps.

CAB.FH.30.05.17

As part of deliberation of the above, the Cabinets considered the immediate establishment of a 'Future Governance Member Steering Group', the proposed terms of reference for which were contained in Appendix A. This Group would be tasked with advising and supporting the Leaders of the Councils on the technical requirements involved with moving forward the proposals set out in the draft business case due to be presented to both authorities' full Councils meetings on 13/14 June 2017. Should the final business case be approved by both Councils in September 2017, this Group would also support the ultimate decision making processes.

In response to a question, Members were informed that the officer team for the proposed new Future Governance Member Steering Group would be led by the Service Manager (Democratic Services) and Monitoring Officer. Other officers would provide support, knowledge and expertise at meetings depending on the nature and subject matter under consideration.

The recommendations set out on pages 1 and 2 of the report were unanimously supported by both Cabinets.

On the conclusion of the informal joint discussions at 4.46 pm, the Chairman then formally opened the meeting of Forest Heath District Council's Cabinet at 4.46 pm in the Council Chamber.

Minutes of Cabinet overleaf.....

Extraordinary Cabinet



Forest Heath
District Council

Minutes of an extraordinary meeting of the **Cabinet** held on
Tuesday 30 May 2017 at 4.46 pm at the **Council Chamber, District**
Offices, College Heath Road, Mildenhall, IP28 7EY

Present: **Councillors**

Chairman James Waters (Leader of the Council)

Vice Chairman Robin Millar (Deputy Leader of the Council)

David Bowman
Andy Drummond

Stephen Edwards
Lance Stanbury

In attendance: Ruth Bowman

321. Apologies for Absence

No apologies for absence were received.

322. Open Forum

This item had already been considered during the informal discussions in relation to Item 4. on the agenda (Item 1. above within the notes of the informal discussions refers).

323. Public Participation

This item had already been considered during the informal discussions in relation to Item 4. on the agenda (Item 2. above within the notes of the informal discussions refers).

324. The Future of Local Government in West Suffolk (Report No: CAB/FH/17/026)

Further to the joint informal discussions held prior to the meeting with St Edmundsbury Borough Council's Cabinet on Report No: CAB/FH/17/026, it was proposed, seconded and with the vote being unanimous, it was

CAB.FH.30.05.17

RESOLVED:

That:-

1. The changing context for local government in West Suffolk, be noted.
2. Recognition be given to the need to continue to assess whether the current governance structures are the most effective they can be, particularly in regard to future role/challenges for communities.
3. Further work from Officers be commissioned, to test the option of a single council for West Suffolk against the alternative options outlined in Report No: CAB/FH/17/026, through the production of a business case, for consideration by Council on 14 June 2017.
4. The establishment of a Future Governance Member Steering Group be agreed, on the basis set out in Section 4.6 of Report No: CAB/FH/17/026 and the Terms of Reference set out in Appendix A to Report No: CAB/FH/17/026.

The meeting concluded at 4.47 pm

Signed by:

Chairman

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Cabinet



Forest Heath
District Council

Title of Report:	Report of the Performance and Audit Scrutiny Committee: 25 May 2017	
Report No:	CAB/FH/17/027	
Report to and date:	Cabinet	20 June 2017
Portfolio Holder:	Councillor Stephen Edwards Portfolio Holder for Resources and Performance Tel: 01638 660518 Email: stephen.edwards@forest-heath.gov.uk	
Chairman of the Committee:	Councillor Louis Busuttil Chairman of the Performance and Audit Scrutiny Committee Tel: 01638 810517 Email: louis.busuttil@forest-heath.gov.uk	
Lead Officer:	Christine Brain Democratic Services Officer (Scrutiny) Tel: 01638 719729 Email: christine.brain@westsuffolk.gov.uk	
Purpose of report:	<p>On 25 May 2017, the Performance and Audit Scrutiny Committee held an informal joint meeting with members of St Edmundsbury's Performance and Audit Scrutiny Committee, and <u>considered the first six items jointly:</u></p> <ol style="list-style-type: none"> (1) Internal Audit Charter; (2) Internal Audit Annual Report (2016-2017) and Outline Internal Audit Plan (2017-2018); (3) Balanced Scorecards Report and Quarter 4 Performance 2016-2017; (4) Balanced Scorecard Indicators and Targets for 2017-2018; (5) West Suffolk Strategic Risk Register Quarterly Report – March 2017; 	

	<p>(6) Work Programme Update;</p> <p>(7) Financial Performance Report (Revenue and Capital) Outturn 2016-2017;</p> <p>(8) Ernst and Young – Certification of Claims and Returns Annual Report (2015-2016); and</p> <p>(9) Ernst and Young - External Audit Plan and Fees 2016-2017 and 2017-2018 Indicative Fees.</p>
Recommendation:	The Cabinet is requested to <u>NOTE</u> the contents of Report CAB/FH/17/027, being the report of the Performance and Audit Scrutiny Committee.
Key Decision: <i>(Check the appropriate box and delete all those that do not apply.)</i>	<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>Report for information only.</p>
Consultation:	<ul style="list-style-type: none"> • See reports listed in Section 2 below.
Alternative option(s):	<ul style="list-style-type: none"> • See reports listed in Section 2 below
Implications:	
<i>Are there any financial implications? If yes, please give details</i>	Yes <input type="checkbox"/> No <input type="checkbox"/> Please see background papers.
<i>Are there any staffing implications? If yes, please give details</i>	Yes <input type="checkbox"/> No <input type="checkbox"/> Please see background papers.
<i>Are there any ICT implications? If yes, please give details</i>	Yes <input type="checkbox"/> No <input type="checkbox"/> Please see background papers
<i>Are there any legal and/or policy implications?</i>	Yes <input type="checkbox"/> No <input type="checkbox"/> Please see background papers.
<i>Are there any equality implications? If yes, please give details</i>	Yes <input type="checkbox"/> No <input type="checkbox"/> Please see background papers.
Risk/opportunity assessment:	Please see background papers.
Ward(s) affected:	Please see background papers.
Background papers:	Please see background papers, which are listed at the end of the report.
Documents attached:	None

1. Key issues and reasons for recommendations

1.1 Internal Audit Charter (Report No: PAS/FH/17/008)

1.1.1 The Committee received Report No: PAS/FH/17/008, which asked Members to scrutinise and approve an updated version of the Internal Audit Charter, attached at Appendix A to the report.

1.1.2 The Charter had been revised to take into account recent revisions to the Public Sector Internal Audit Standards, and now included a "Mission" for the Internal Audit Section and "Core Principles" for the professional practice of internal auditing.

1.1.3 During the informal meeting with SEBC Performance and Audit Scrutiny Committee, questions were asked, to which responses were provided by Officers.

1.1.4 As the meeting was declared inquorate, with there only being two Members of the FHDC Performance and Audit Scrutiny Committee in attendance, this item could not be formally resolved. Therefore, this item has been **deferred** for consideration to the next meeting of the Committee on 27 July 2017.

1.2 Internal Audit Annual Report (2016-2017) and Outline Internal Audit Plan (2017-2018) (Report No: PAS/FH/17/009)

1.2.1 This report summarised the work undertaken by Internal Audit during the year and provided details of the Outline Internal Audit Plan for 2017-2018. It also showed progress made during the year in developing and maintaining an anti-fraud and anti-corruption culture and actions taken where fraud or misconduct had been identified. Finally, the report showed the work undertaken to fulfil the requirement for an annual review of the effectiveness of internal audit.

1.2.2 During the informal meeting with SEBC Performance and Audit Scrutiny Committee, Members were pleased that the self-assessment was positive and congratulated the Internal Audit Team on its work.

1.2.2 As the meeting was declared inquorate, with there only being two Members of the FHDC Performance and Audit Scrutiny Committee in attendance, this item could not be formally resolved. Therefore, this item has been **deferred** for consideration to the next meeting of the Committee on 27 July 2017.

1.3 Balanced Scorecards and Quarter 4 Performance Report 2016-2017 (Report No: PAS/FH/17/010)

1.3.1 The Committee received and **noted** Report No PAS/FH/17/010, which set out the West Suffolk Balanced Scorecards being used to measure the Council's performance for 2016-2017 and an overview of performance against those indicators for the final quarter of 2016-2017. The six current balanced scorecards (attached at Appendices A to F to Report No: PAS/FH/17/010) were linked to the Assistant Directors Service areas, which presented the final quarter performance.

- 1.3.2 Most indicators reported performance against an agreed target using a traffic light system with additional commentary provided for performance indicators below optimum performance.
- 1.3.3 In Quarters 1 and 2, performance indicator against the “% telephone calls answered” had been below target across all service areas. However, during quarters 3 and 4, performance had increased and now exceeded target levels. Since quarter 3, there had been a slight increase corporately in the performance against the target indicator “% of non-disputed invoices paid within 30 days”.

There had also been a slight decrease corporately in the performance indicator against “% of total debt over 90 days”. Although the figure has risen, the total level of debt over 90 days had reduced from £631k to £487k.

- 1.3.4 Officers took the Committee through each of the individual Balanced Scorecards and highlighted some key successes and some which were below optimum performance, where the Council’s attention may be required to address those not meeting specified targets.
- 1.3.5 No issues were required to be brought to the attention of Cabinet.

1.4 **Balanced Scorecard Indicators and Targets for 2017-2018 (Report No: PAS/FH/17/011)**

- 1.4.1 The Committee received and **noted** Report No: PAS/FH/17/011, which set out the proposed West Suffolk Balanced Scorecard indicators and targets to be used to measure the Council’s performance in 2017-2018. The proposed five balanced scorecards were attached at Appendices A to E, and were linked to the Assistant Director Service areas.
- 1.4.2 Members were asked to scrutinise the proposed balanced scorecard indicators and targets for 2017-2018 and identify any further information required for their use commencing in Quarter 1, which would be presented to the Committee in July 2017.
- 1.4.3 Members scrutinised the report and there were no issues to be brought to the attention of Cabinet.

1.5 **West Suffolk Strategic Risk Register Quarterly Report – March 2017 (Report No: PAS/FH/17/012)**

- 1.5.1 The Committee received and **noted** the fourth quarterly risk register monitoring report in respect of the West Suffolk Strategic Risk Register. The Register was updated regularly by the Risk Management Group and at its recent meeting the Group reviewed the target risk, the risk level where the Council aimed to be, and agreed a current risk assessment. These assessments formed the revised West Suffolk Risk Register (Appendix 1).
- 1.5.2 Since the last assessment report presented to the Committee on 25 January 2017, there had been no new risks or amendments made to any existing risks and no existing risks had been closed. Some individual controls and actions had been updated and those which were not ongoing and had been completed

by March 2017 had been removed from the Register.

1.5.3 Members scrutinised the report and there were no issues to be brought to the attention of Cabinet.

1.6 **Work Programme Update (Report No: PAS/FH/17/013)**

1.6.1 The Committee received and **noted** its Work Programme which provided items scheduled to be presented to the Committee during 2017-2018.

1.7 **Financial Outturn Report (Revenue and Capital) 2016-2017 (Report No: PAS/FH/17/014)**

1.7.1 The Committee received the financial outturn report, which updated Members on the outturn revenue and capital position for 2016-2017.

1.7.2 Attached at Appendix A to the report was the revenue outturn position as at 31 March 2017, which showed an outturn break-even position. An analysis of revenue variances for 2016-2017 was attached as Appendix B. The Council's capital outturn position for the year end 2016-2017 was attached at Appendix C, which showed expenditure of £21,013,906 (including spend of £14,473,017 in respect of the Solar Farm). Appendix D to the report summarised the earmarked reserves for the year end position for 2016-2017.

1.7.3 The Committee scrutinised the report in detail and asked a number of questions to which Officers duly responded.

1.7.4 There being no decision required, the Committee **noted** the 2016-2017 outturn revenue and capital outturn positions as set out in Appendices A and C to Report No: PAS/FH/17/014.

1.8 **Ernst and Young – Certification of Claims and Returns Annual Report (2016-2017) (Report No: PAS/FH/17/015)**

1.8.1 The Committee received and **noted** a report from the Council's external auditor, Ernst and Young (EY), which updated Members on the outcome of the annual audit of grant claims, as detailed in their Annual Certification Report for 2015/2016 (Appendix A).

1.8.2 Mark Hodgson (External Director) from EY attended the meeting and presented this report, which summarised the results of the certification work which had been undertaken as part of the annual audit of grant claims to government departments and also set out the scale fee for carrying out this work.

He drew relevant details from the report to Members' attention and explained the one claim relating to the Housing Benefits Subsidy Claim. He also informed Members that the Public Sector Audit Appointments Limited (PSAA) has determined an indicative scale fee for 2015-2016 for the audit of the Housing Benefits subsidy claim of £15,642.

However, EY were proposing a reduction of £3,200 to the fee to reflect the reduced amount of audit work needed to be completed resulting in an actual

fee of £12,442 (subject to PSAA agreement).

1.9 **Ernst and Young – External Audit Plan and Fees 2016-2017 and 2017-2018 Indicative Fees (Report No: PAS/FH/17/016)**

- 1.9.1 The Committee received and **noted** a further report from EY, which provided the basis to review EY's proposed audit approach and scope for the 2016/2017 audit, along with the planned fees to complete the work.
- 1.9.2 Mark Hodgson from EY presented this report, which summarised EY's assessment of the key risks which drive the development of an effective audit for the Council, and outlined their planned audit strategy in response to those risks. EY aimed to issue its audit opinion to Members by September 2017. He also drew Members' attention to the indicative audit fee for 2017/2018 and how the scale fee was based.

Reference was also made to External Audit's current assessment of the Financial Statement Risks and of the Value for Money risks facing the Council, in relation to the purchase of Greenheath Energy Ltd. Mark further explained that this would require additional external audit work to be undertaken due to the material nature and complexity of this particular transaction.

2. Background Papers

- 2.1.1 Report No: [PAS/FH/17/008](#) and [Appendix A](#) to the Performance and Audit Scrutiny Committee: Internal Audit Charter
- 2.1.2 Report No: [PAS/FH/17/009](#) to the Performance and Audit Scrutiny Committee: Internal Audit Annual Report (2016-2017) and Outline Internal Audit Plan (2017-2018)
- 2.1.3 Report No: [PAS/FH/17/010](#) to the Performance and Audit Scrutiny Committee: Balanced Scorecards and Quarter 4 Performance Report 2016-2017
- 2.1.4 Report No: [PAS/FH/17/011](#) to the Performance and Audit Scrutiny Committee: Balanced Scorecard Indicators and Targets for 2017-2018
- 2.1.5 Report No: [PAS/FH/17/012](#) and [Appendix 1](#) to the Performance and Audit Scrutiny Committee: West Suffolk Strategic Risk Register Quarterly Monitoring Report – March 2017
- 2.1.6 Report No: [PAS/FH/17/013](#) to the Performance and Audit Scrutiny Committee: Work Programme Update
- 2.1.7 Report No: [PAS/FH/17/014](#) to the Performance and Audit Scrutiny Committee: Financial Performance Report (Revenue and Capital) Outturn 2016-2017
- 2.1.8 Report No: [PAS/FH/17/015](#) and [Appendix A](#) to the Performance and Audit Scrutiny Committee: Ernst and Young – Certification of Claims and Returns Annual Report (2015-2016)

2.1.9 Report No: [PAS/FH/17/016](#) and [Appendix A](#) and [Appendix B](#) to the Performance and Audit Scrutiny Committee: Ernst and Young – External Audit Plan and Fees 2016-2017 and 2017-2018 Indicative Fees

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Cabinet



Forest Heath
District Council

Title of Report:	Report of the Overview and Scrutiny Committee: 6 June 2017	
Report No:	CAB/FH/17/028	
Report to and date:	Cabinet	20 June 2017
Chairman of the Committee:	Councillor Simon Cole Chairman of the Overview and Scrutiny Committee Tel: 07974 443762 Email: simon.cole@forest-heath.gov.uk	
Lead Officer:	Christine Brain Democratic Services Officer (Scrutiny) Tel: 01638 719729 Email: christine.brain@westsuffolk.gov.uk	
Purpose of report:	On 6 June 2017, the Overview and Scrutiny Committee considered the following items: (1) Presentation on Renewable Energy Provision for the Mildenhall Hub; (2) Work Programme and Re-Appointments to Task Groups / SCC Health Scrutiny. (3) Decisions Plan: June 2016 to May 2017; (4) Draft West Suffolk Annual Report (2016-2017); and (5) Presentation by the Leader of the Council on his Portfolio Holder responsibilities.	
Recommendation:	The Cabinet is requested to <u>NOTE</u> the contents of Report CAB/FH/17/028, being the report of the Overview and Scrutiny Committee.	

Key Decision: <i>(Check the appropriate box and delete all those that do not apply.)</i>		<i>Is this a Key Decision and, if so, under which definition?</i> Yes, it is a Key Decision - <input type="checkbox"/> No, it is not a Key Decision - <input checked="" type="checkbox"/> Report for information only.	
Consultation:		<ul style="list-style-type: none"> • See Reports listed under background papers below 	
Alternative option(s):		<ul style="list-style-type: none"> • See Reports listed under background papers below 	
Implications:			
<i>Are there any financial implications? If yes, please give details</i>		Yes <input type="checkbox"/> No <input type="checkbox"/> <ul style="list-style-type: none"> • See Reports listed under background papers below 	
<i>Are there any staffing implications? If yes, please give details</i>		Yes <input type="checkbox"/> No <input type="checkbox"/> <ul style="list-style-type: none"> • See Reports listed under background papers below 	
<i>Are there any ICT implications? If yes, please give details</i>		Yes <input type="checkbox"/> No <input type="checkbox"/> <ul style="list-style-type: none"> • See Reports listed under background papers below 	
<i>Are there any legal and/or policy implications? If yes, please give details</i>		Yes <input type="checkbox"/> No <input type="checkbox"/> <ul style="list-style-type: none"> • See Reports listed under background papers below 	
<i>Are there any equality implications? If yes, please give details</i>		Yes <input type="checkbox"/> No <input type="checkbox"/> <ul style="list-style-type: none"> • See Reports listed under background papers below 	
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)
See Reports listed under background papers below			
Wards affected:		All Wards	
Background papers:		Please see background papers, which are listed at the end of the report.	
Documents attached:		None	

1. Key issues and reasons for recommendation

1.1 Presentation: Renewable Energy Provision for the Mildenhall Hub

1.1.1 The Committee had requested and received a presentation on "Investing in Renewable Energy" in relation to the Mildenhall Hub and specifically, the likely mix of technologies that could be deployed. This presentation was an update ahead of an addendum to the main Hub business case being presented to Cabinet and Council. The Committee noted that the Council was awaiting financial information from the Consultants, Concertus and that design and planning issues would to be considered as part of the planning process only and the business case was still subject to planning consent being granted.

1.1.2 The presentation covered the following areas:

- Key objectives;
- Areas considered (reducing demand; heating and cooling; generating and storing power; exporting heat and power to others; monitoring and managing performance)
- Heating and cooling
- Power generation;
- Power storage
- Potential benefits (investment return; cost savings to consumers; carbon savings; improved resilience);
- Additional Options; and
- Next steps.

1.1.3 The Committee discussed the presentation in detail and asked a number of questions to which responses were provided. In particular discussions were held on the build life of the proposed facility; the power storage facility; battery technology; and the various CO₂ targets with regards to using ground source energy verses steam energy.

1.1.4 There being no decision required, the Committee **noted** the contents of the presentation.

1.2 Work Programme and Re-Appointments to Suffolk County Council Health Scrutiny (Report No: OAS/FH/17/014)

1.2.1 Work Programme Update

The Committee received and **noted** Report No: OAS/FH/17/014, which provided an update on the current status of the Committee's Work Programme for 2017-2018, which included current Task and Finish Groups.

1.2.2 Suffolk County Council Health Scrutiny

The Committee considered the report and nominated Councillor John Bloodworth as the District Council's nominated representative and Councillor Christine Mason as the nominated substitute on the Suffolk Heath Scrutiny Committee for 2017-2018. The Committee **RECOMMENDS that full Council be asked to confirm the appointment of Councillor John Bloodworth as the representative and Councillor Christine Mason as the Substitute**

representative to the Suffolk Health Scrutiny Committee for 2017-2018.

1.3 Decisions Plan: June 2017 to May 2018 (Report No: OAS/FH/17/015)

1.3.1 The Committee considered the latest Decisions Plan, covering the period June 2017 to May 2018. Members reviewed the Decisions Plan in detail and asked questions to which responses were provided.

1.3.2 In response to a question raised in relation to the West Suffolk Community Energy Plan Update 2016-2017, the Committee was advised that Cabinet would receive an Annual Report on the Toggam Solar Farm and data was also readily available on the Councils website.

1.3.3 There being no decision required, the Committee **noted** the contents of the Decisions Plan.

1.4 Draft West Suffolk Annual Report (2016-2017) (Report No: OAS/FH/17/016)

1.4.1 The Leader of the Council attended the meeting of the Overview and Scrutiny Committee and presented the Annual Report, which outlined the Draft West Suffolk Annual Report (2016-2017).

1.4.2 Members examined the document in detail and asked a number of questions of the Leader and officers, to which comprehensive responses were provided. In particular discussions were held on Community Chest and Locality Budgets; and Supporting our Markets, namely Newmarket.

1.4.3 Comments and suggestions were made by the Committee on the draft Annual Report, which officers agreed to incorporate into the final document.

1.5 Presentation by the Leader of the Council on his Portfolio Responsibilities (Report No: OAS/FH/17/017 and Verbal)

1.5.1 The Committee was reminded that on 9 June 2016, the Committee received a presentation from the Leader of the Council, setting out responsibilities covered under his portfolio.

1.5.2 At this meeting, the Leader of the Council, Councillor James Waters, had been invited back to provide a follow-up presentation on his portfolio. Report No: OAS/FH/17/017, set out the focus for the follow-up presentation, which was to:

- Outline the main challenges faced since during the first year within your portfolio;
- Outline some key successes and any failures during the first year and any lessons learned;
- Set out the vision for the Operations Portfolio through to 2019 and were you on target to meet that vision.

- 1.5.3 Members discussed the presentation and asked questions of the Leader of the Council and officers, to which comprehensive responses were provided. In particular, discussions were held on the Omar Homes and the closure of RAF Mildenhall.
- 1.5.4 There being no decision required, the Committee **noted** the contents of the presentation.

2. Background Papers

- 2.1.1 Report No: [OAS/FH/17/014](#) to the Overview and Scrutiny Committee: Work Programme and Re-Appointment to Task Groups / SCC Health Scrutiny
- 2.1.2 Report No: [OAS/FH/17/015](#) and [Appendix 1](#) to the Overview and Scrutiny Committee: Decisions Plan: June 2017 – May 2018
- 2.1.3 Report No: [OAS/FH/17/016](#) to the Overview and Scrutiny Committee: Draft West Suffolk Annual Report (2016-2017)
- 2.1.4 Report No: [OAS/FH/17/017](#) to the Overview and Scrutiny Committee: Presentation by the Leader of the Council on his Portfolio Responsibilities

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Cabinet



Forest Heath
District Council

Title of Report:	Report of the West Suffolk Joint Growth Steering Group: 6 June 2017	
Report No:	CAB/FH/17/029	
Report to and date:	Cabinet	20 June 2017
Portfolio Holder:	Councillor Lance Stanbury Portfolio Holder for Planning and Growth Tel: 07970 947704 Email: lance.stanbury@forest-heath.gov.uk	
Chairman of the Steering Group:	Councillor Alaric Pugh Chairman of the West Suffolk Joint Growth Steering Group Tel: 07930 460899 Email: alaric.pugh@stedsbc.gov.uk	
Lead Officer:	Julie Baird Assistant Director (Growth) Tel: 01284 757613 Email: julie.baird@westsuffolk.gov.uk	
Purpose of report:	On 6 June 2017, the West Suffolk Joint Growth Steering Group considered the following items: <ul style="list-style-type: none"> (1) Rail and Rail Infrastructure and Transport Infrastructure for West Suffolk. (2) Presentation from the Assistant Director (Growth) on Futures Issues and Challenges. (3) Destination Management Organisation (DMO). (4) West Suffolk Community Energy Plan – Update. (5) Work Programme 2017/2018 and Revised Terms of Reference. (6) Dates of Future Meetings 	

Recommendation:	The Cabinet is requested to <u>NOTE</u> the contents of Report No: CAB/FH/17/029, being the report of the West Suffolk Joint Growth Steering Group.		
Key Decision: <i>(Check the appropriate box and delete all those that do not apply.)</i>	<i>Is this a Key Decision and, if so, under which definition?</i> Yes, it is a Key Decision - <input type="checkbox"/> No, it is not a Key Decision - <input checked="" type="checkbox"/> <i>(Report for information only)</i>		
Consultation:	<ul style="list-style-type: none"> See Reports listed under background papers below 		
Alternative option(s):	<ul style="list-style-type: none"> See Reports listed under background papers below 		
Implications:			
<i>Are there any financial implications? If yes, please give details</i>	Yes <input type="checkbox"/> No <input type="checkbox"/>	<ul style="list-style-type: none"> See Reports listed under background papers below 	
<i>Are there any staffing implications? If yes, please give details</i>	Yes <input type="checkbox"/> No <input type="checkbox"/>	<ul style="list-style-type: none"> See Reports listed under background papers below 	
<i>Are there any ICT implications? If yes, please give details</i>	Yes <input type="checkbox"/> No <input type="checkbox"/>	<ul style="list-style-type: none"> See Reports listed under background papers below 	
<i>Are there any legal and/or policy implications? If yes, please give details</i>	Yes <input type="checkbox"/> No <input type="checkbox"/>	<ul style="list-style-type: none"> See Reports listed under background papers below 	
<i>Are there any equality implications? If yes, please give details</i>	Yes <input type="checkbox"/> No <input type="checkbox"/>	<ul style="list-style-type: none"> See Reports listed under background papers below 	
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)
See Reports listed under background papers below			
Wards affected:		All Wards	
Background papers:		Please see background papers, which are listed at the end of the report.	
Documents attached:		None	

1. Key issues and reasons for recommendation

1.1 Road and Rail Infrastructure and Transport Infrastructure for West Suffolk (Presentation)

1.1.1 Peter Grimm, Strategic Traffic Manager, Suffolk County Council was also in attendance for this item, where the Steering Group was provided with an update on the following:

- Projects which had been included in Suffolk County Council's Road Investment Strategy 2 (RIS2) funding bid for the period 2020 to 2025, this being:
 - A14/A142 Junction 37 (Exning)
 - A14 Junctions 43 (St Saviours) and 44 (Moreton Hall), Bury St Edmunds
 - A11 Mildenhall (Fiveways Grade Separation; Tuddenham Road at Grade Crossing; Herringswell Road at Grade Crossing)
- The activity which was underway for projects which were linked to the strategic road network, but which were not in the scope for RIS2 (A14/A11 Junction 38, A1307).
- A review of rail priorities from a West Suffolk perspective, including the rail network infrastructure; the key rail service improvements; West Suffolk rail issues and the East/West rail route.

1.1.2 Whilst discussing this item, Members also identified the following proposed **actions**:

- (a) Whether there was also a plan for the improvement/upgrade of railway stations. Officers replied that the railway stations were separate to the rail track and rail service network, but would consider as to whether this could be accommodated within the development of the new West Suffolk Local Plan.
- (b) An item be presented to a future meeting of the Steering Group on how public transport integrated together. It was also considered that the Steering Group could also act as a Forum to bring all forms of public transport together which could be held as a Rural Transport Summit. It was also suggested that further discussions should also be held with the private rail/bus operators and with Highways England on their future transport planning processes.
- (c) A further item be provided to the next meeting of the Steering Group on how the FHDC/SEBC Cabinets could be best supported when lobbying for road/rail infrastructure improvements.

1.1.6 There being no decision required, the Steering Group **noted** the presentation, along with the proposed actions.

1.2 **Presentation from the Assistant Director (Growth) on Future Issues and Challenges (Presentation)**

1.2.1 The new Assistant Director (Growth) provided a presentation to the Steering Group which set out the future issues and challenges for growth. Members were provided with background information on population, skills and wages and housing choices and affordability.

1.2.2 Discussion was held on where the specific focus should be for West Suffolk and based on what was known in relation to:-

- the location of West Suffolk and its existing places.
- the people who live here, or want to live here, their history, culture and aspirations.
- the national resources we have
- the challenges and opportunities we face

the Steering Group were asked for their initial ideas/topics about what should be the 'right kind of growth' for West Suffolk.

1.2.3 The initial ideas/topics from the Group centred around:

- the provision of improved housing for Brandon
- the provision of better designed industrial units in Brandon
- promoting potential tourism in Brandon
- strengthening of the rural economy/tourism
- increased usage of mobile phones/internet
- any potential impact of Brexit on the local area (ie migration)
- quick solutions to the housing shortage (ie self build)
- continued sustainability of smaller settlements/communities, recognising the contribution which they make to the area

1.2.4 To allow Members further opportunity to consider this, they were asked to inform the Assistant Director (Growth) outside of the meeting, of any further ideas/topics.

1.2.5 The Group also agreed that it would be useful for the Assistant Director (Growth) to be able to provide an update on these issues/challenges at each meeting of the Steering Group.

1.2.6 There being no decision required, the Steering Group **noted** the presentation, along with the initial ideas/topics on the 'right kind of growth' for West Suffolk.

1.3 **Destination Management Organisation (DMO) (Presentation)**

1.3.1 The Group received a presentation on the Bury St Edmunds Destination Management Organisation (DMO). A DMO was a coalition of local businesses and organisations which represented a particular destination. A DMO drives and co-ordinates tourism activities, bringing together resources and expertise within the destination and provides a long-term strategic direction.

1.3.2 The Group were provided with the background to the development of the Bury St Edmunds DMO, of which its overall aim was to increase the economic

impact of tourism to the local economy by encouraging visitors encouraged to increase the duration of their stay.

1.3.3 In 2015, AECOM had been commissioned by St Edmundsbury Borough Council, Bury St Edmunds Town Council, Bury St Edmunds Town Council and OurBuryStEdmunds BID, to produce a Visitor Destination Plan for Bury St Edmunds. This report was produced by partnership with Ipswich Central BID and Mid Suffolk and Babergh District Councils.

1.3.4 The report produced an action plan focussing on the following key target outcomes:

- A stronger core offer of Bury St Edmunds as a destination
- More visitors to the town who also engage with different elements of Suffolk's countryside and vice versa
- Attracting different market audiences to the town, including younger groups and family groups
- Encouraging visitors to stay longer within the town and, therefore, maximise the contribution of all types of visitors to the local economy

1.3.5 In early 2017, a Brand and Marketing Manager had also been recruited, whose role was to develop the brand of the new Bury St Edmunds DMO entitled 'Visiting Bury St Edmunds and Beyond', which was hoped to be completed by September 2017.

1.3.6 Whilst discussing this item, Members also identified the following proposed **actions:**

- The newly appointed Brand and Marketing Manager of the Bury St Edmunds DMO, be invited to attend a future meeting of the Steering Group, to have a wider debate on the role of tourism in West Suffolk.
- During the presentation, Members were provided with information (as at 2015) on the current trends on day/overnight trips for Bury St Edmunds. Officers explained that this trend information was also available for Brandon, Claire, Haverhill, Mildenhall and Newmarket. Members requested for this trend information to be circulated to them, as they would find this useful as background information. Officers also confirmed that the trend information for 2016, would be available in September 2017 and this would also be made available to Members accordingly.

1.3.7 There being no decision required, the Steering Group **noted** the presentation, along with the proposed actions.

1.4 **West Suffolk Community Energy Plan – Update (Report No: JGG/JT/17/002)**

1.4.1 This report (which was also supported by a presentation) provided an update to the Steering Group on progress, both strategically and operationally, towards delivering the West Suffolk Community Energy Plan, as approved by the West Suffolk Councils in December 2014 (and as amended in Spring 2016).

1.4.2 The progress of the strategic delivery was set out in Section 2 of the report, as summarised below:

- Ensuring that UK Power Networks (UKPN) were part of key stakeholder discussions during strategic planning proposals and more generally, as part planning strategic growth for the long term.
- In discussion with those with an interest in energy supply, distribution and use in the area to explore opportunities where strategic growth could help to address some of the existing constraints on the grid.
- Taking into consideration emerging Central Government policy, in particular, the Housing White Paper, "Fixing the Broken Housing Market" and the consultation on the Green Paper, " Building our Industrial Strategy".
- Working to develop ambitious new facilities as part of the approach to asset management, linked to the Government's One Public Estate Programme, to rationalise and improve the public estate in West Suffolk for the benefit of local people (ie the Mildenhall Hub, Western Way Masterplan and the West Suffolk Operational Hub).
- Built relationships with both the energy regulator Ofgem and the Government department responsible for energy policy, BEIS, to be better placed to provide them with local, practical knowledge and experience about the challenge that local authorities, communities and businesses face with respect to energy pricing and local supply.

1.4.3 The progress on operational delivery was set out in Section 3 of the report, as summarised below:

- Continue to work to enable households, communities and businesses to help themselves to improve energy efficiency and develop renewable energy generation to their benefit.
- It is estimated that through the energy efficiency work, participating households, businesses and communities, are likely to save in excess of £199,000 annually off their energy bills.
- The energy generation initiatives during the year included investment in solar photovoltaics (PV) and biomass heating which generated £203,000 of income and offset 432 tonnes of the greenhouse gas, Carbon Dioxide (CO₂).
- Toggam Solar Farm (purchased by Forest Heath District Council in July 2016) had generated around 11 million kWh, which was enough energy to power 3,000 homes and offset CO₂ emissions from 2,000 cars.
- The expansion of opportunities for investing in energy-related initiatives (ie electric vehicle charging infrastructure in West Suffolk and use of electric vehicles; combining solar and batter storage to increase use of power; renewable heat and power generation).

- 1.4.4 Whilst discussing this item, Members also identified the following proposed **actions**:
- During the presentation, reference was made with regard to delivery of the Community Energy Plan and to the lobbying of government in the securing of energy improvement. Officers were asked to produce a short lobby sheet for MPs which set out what would be needed to achieve this.
 - Within the development of the new West Suffolk Local Plan, consideration be given to the emphasis on the use of energy efficiencies in local developments.

1.4.3 There being no decision required, the Steering Group **noted** the report and presentation, along with the proposed actions.

1.5 **Work Programme 2017/2018 and Revised Terms of Reference (Report No: JGG/JT/17/003)**

1.5.1 The Steering Group received the current version of the Work Programme for 2017/2018. Also circulated with the agenda papers was a revised Terms of Reference for the Steering Group, which had subsequently been approved by FHDC Cabinet on 16 May 2017 and by the SEBC Cabinet on 31 May 2017.

1.5.2 The Chairman explained that it was considered that further development work was required with both the Work Programme and the Terms of Reference and that this would be undertaken by the new Assistant Director (Growth), in consultation with both the Chairman and Vice Chairman of the Steering Group. Once completed, this would be brought back to the Steering Group and both Cabinets for further consideration.

1.5.3 There being no decision required, the Steering Group **noted** the current status and future development of the Work Programme for 2017/2018 and of the Terms of Reference.

1.6 **Dates of Future Meetings**

1.6.1 Following on from the discussions which had been held on the future development of the Work Programme and of the Terms of Reference of the Steering Group, it was **noted** that future meetings of the Group would also need to be reviewed accordingly, in line with this.

2. **Background Papers**

2.1.1 Road and Rail Infrastructure and Transport Infrastructure for West Suffolk ([Presentation](#))

2.1.2 West Suffolk Community Energy Plan – Update ([Report No: JGG/JT/17/002](#))

2.1.3 Work Programme 2017/2018 and Revised Terms of Reference ([Report No: JGG/JT/17/003](#); & [Revised Terms of Reference](#))

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Cabinet



Forest Heath
District Council

Title of Report:	Mildenhall Hub – Investing in Renewable Energy Technologies	
Report No:	CAB/FH/17/030	
	Cabinet	20 June 2017
	Council	26 July 2017
Portfolio holder:	Councillor James Waters Leader of the Council Tel: 07771 621038 Email: james.waters@forest-heath.gov.uk	
Lead officer:	Peter Gudde Service Manager (Environmental Health) Tel: 01284 757042 Email: peter.gudde@westsuffolk.gov.uk	
Purpose of report:	To set out principles and a process for developing and adopting the previously agreed addendum to the main business case for the Mildenhall Hub in relation to investing in renewable energy technologies should planning consent be granted.	
Recommendation:	It is <u>RECOMMENDED</u> that, on the basis set out in this report, a final business case for a renewable energy investment in the Mildenhall Hub Project be presented to Council in July 2017.	
Consultation:	<p>The development of the Hub project has been based on public, partner and stakeholder consultation. The scheme is currently the subject of public consultation in respect of its planning application.</p> <p>Councillors have been extensively involved in the decision-making process for the Hub (see background papers below). The Overview and Scrutiny Committee received updates on the main business case in February 2017 and on the business case for renewable energy in June 2017.</p>	

Alternative option(s):		(Subject to the Hub proceeding) to install conventional mechanical and engineering solutions to heat and power the new building. The business case will offer this option as the 'base case'.	
		An enhancement to the option may allow heat to be exported to the existing Mildenhall College Academy Sixth Form Building.	
Implications of this report:			
<i>Are there any financial implications? If yes, please give details</i>		Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> Initial financial implications of investing in renewable energy for the hub project are outlined in report. The business case will be set out in more detail for consideration at Council in July 2017.	
<i>Are there any staffing implications? If yes, please give details</i>		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> Covered in wider project planning.	
<i>Are there any ICT implications? If yes, please give details</i>		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> Covered in wider project planning.	
<i>Are there any legal and/or policy implications? If yes, please give details</i>		Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> As outlined in report.	
<i>Are there any equality implications? If yes, please give details</i>		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> Covered in wider project planning.	
Risk/opportunity assessment:		<i>(potential hazards or opportunities affecting corporate, service or project objectives)</i>	
<i>Please note: this is <u>not</u> a risk assessment for the Hub project as a whole, but for the subject matter of this report only i.e. funding of renewable technologies.</i>			
Risk area	Inherent level of risk (before controls)	Controls	Residual risk (after controls)
Planning consent is not granted for the Hub	Medium	Submit an application which is consistent with the adopted Development Brief and other planning policies, after extensive pre-application consultation with the community and statutory consultees.	Medium
The renewable energy proposals are unaffordable to FHDC and its taxpayers	Medium	Properly evaluate likely costs (including borrowing costs), with contingencies, and sources of funding through this and subsequent reports prior to a final decision to proceed.	Low
There is not a strong business case for FHDC to invest in renewable energy	Low	Examine the strategic and financial case through this report.	Low

There is not a transparent and fair means of dividing costs and benefits for the project	Low	Develop an agreement with partners.	Low
There are not safeguards to protect the interests of FHDC and the taxpayer	Low	Ditto	Low
The project does not achieve the anticipated performance levels	Medium	Properly evaluate the feasibility/viability against a base case. Review of likely success against key milestones and objectives at each stage of project development	Low
Delivery of the Hub project is delayed if planning consent is achieved but there is not clarity on mechanical and engineering solutions	Medium	Develop and consider this addendum to the main business case in summer 2017.	Low
Specific project risks which have been identified but have yet to be assessed at this stage are set out in Appendix 1. These will be fully assessed as part of the next phase of the design (RIBA Stage 4).			
Ward(s) affected:		All Wards	
Background papers: <i>(all background papers are to be published on the website and a link included)</i>		<ul style="list-style-type: none"> • Council Report February 2017 - Mildenhall Hub – Funding • Overview & Scrutiny Report January 2017 - Mildenhall Hub – Funding 	
Documents attached:		Appendices: Appendix 1: Risk identification Appendix 2: An explanation of the proposed heating and power technologies	

Important Note:

This report relates specifically to the funding of renewable energy provision in the Mildenhall Hub, as an addendum to the existing business case. The project is subject to planning consent and all planning matters, including those relevant to renewable technologies, will be considered separately by the Local Planning Authority and Development Control Committee.

1. Purpose of Report

- 1.1 In July 2015, Forest Heath District Council (FHDC) approved an initial business case to develop a single-site public services hub at Sheldrick Way, Mildenhall. This business case identified that some key central infrastructure to the Hub, including its plant rooms, would be provided by Forest Heath in its enabling role for the scheme.
- 1.2 In February 2017, an updated business case was approved which indicated the likely capital cost of the FHDC elements of the project would be up to £20m. This excluded funding to invest in renewable energy which would be subject to a separate business case (Report No. OAS/FH/17/001 refers). A planning application for the scheme has now been submitted.
- 1.3 It is proposed that such a business case will be presented to all councillors at Council in July 2017, following further technical evaluation and clarity on the costs and benefits that can be delivered. Clearly, as with the rest of the project, this technical work is being carried out at risk by the Council, in its developer capacity, since the planning consent is yet to be determined. Nonetheless, to avoid any delay in later delivery, an early decision on the preferred technologies is required at this stage of the project programme so that it can inform later design and procurement decisions.
- 1.4 This report seeks to clarify the preferred technologies in the light of work carried out to date, and the framework for the final business case. This work has been and will be based on a process of opportunities assessment and options appraisal leading to establishing preferred options for investable technologies which are intended to deliver multiple benefits against a set of key objectives:
- *Financial viability* - financially viable, taking into account both upfront capital costs and whole life costs
 - *CO₂ emissions reduction* - capable of delivering CO₂ emissions reductions
 - *Affordability* - affordable to the project stakeholders and capable of delivering cheaper fuel prices than the current heat and power systems
 - *Security of supply* - able to retain or improve upon the existing security of supply.

2. Outline of technological proposals

- 2.1 Technical studies carried out by technical specialists, Ramboll and Concertus Design and Property Consultants, in 2016 and 2017 have provided the Hub

partners with energy master planning, an opportunities assessment and options appraisal and these have allowed preferred technologies for heating, cooling and powering the Mildenhall Hub to be identified, should the project proceed. This information has also been used to inform the relevant elements of the planning application.

2.2 The Council's technical consultants, Concertus, have provided preliminary proposals for the optimal mix of renewable technologies to be used in the Hub. These have been compared against a 'base case' of heating provided by conventional gas boilers with power supplied from the grid for cooling and other electrical demand.

2.3 An outline of the proposed technologies are set out below:-

- i. Heating and cooling would be provided by a combination of Ground Source Heat Pumps (Heat Pumps), Combined Heat and Power plant (CHP) and gas boilers. The Heat Pumps would provide lower temperature hot water serving underfloor heating systems in the majority of the building. The CHP plant, with gas boilers as top-up, would provide higher temperature hot water serving radiators and some air handling units when heating elsewhere in the building as well as providing heating at times when additional heating is needed.

Automatic controls would ensure that the building's base heating and cooling come from the Heat Pumps and the CHP plant first with gas boilers and air conditioning only operating if needed to support heating and cooling during peak periods.

- ii. Electrical power would be generated on site using the CHP plant and roof-mounted solar panels. The gas CHP plant can generate electricity at times when the heat load is fully satisfied. Generation will either be used in the Hub to offset any power which would have been imported from the grid or could be exported to the grid or other connected consumers.
- iii. The provision of batteries would allow storage of the site's CHP and solar-generated power so that it can be used to displace imported power from the grid. The benefits of this approach are twofold; firstly power generated on-site can be stored and used when grid electricity is expensive, typically during the early evening. Secondly, battery storage will provide a buffer in times of supply disruption and resilience of supply to critical infrastructure, for example the computer servers, and give security of supply to any emergency services based at the Hub.
- iv. The batteries would be supported by voltage optimisation which helps to save energy costs by controlling the electrical voltage compared to the grid supply so avoiding variability in the quality of grid supply.

A brief explanation of each of the preferred technologies mentioned above is provided in Appendix 2. Depending on the degree to which the Council wishes

to make a direct investment of its own, the total additional cost of these technologies is likely to be in the region of the figures set out in Table 1 below.

Technology	Capital costs
Base case – gas boilers and chillers	N/A (approx. £1.1M included in main Hub business case)
Heating and cooling alternative	Approx. £1,010,000
Solar generation	Approx. £150,000
Battery storage	Approx. £1,000,000
Total with 10% contingency applied	Approx. £2,375,000

Table 1: Estimated additional capital costs

2.4 Clarity on these costs, and the funding model(s) for the various items, will be provided by Concertus in the next month to inform the final business case that councillors will receive. However, in the following sections, some initial information is provided.

Heating and Cooling

2.5 The 'base case' capital cost for gas boilers and cooling has already been costed into the main Mildenhall Hub business case and the Council's budget of £20M for its own elements. The estimated additional capital cost of the preferred heating and cooling technologies ranges between £0.82M and £1.01M with an allocation put in the main Hub business case of £1.1M.

2.6 The predicted annual revenue savings of the preferred heating and cooling technologies compared to the base case will also need to be clarified for councillors in the final business case. However, Concertus' work to date suggests that, after running costs and costs of borrowing, these savings will be greater than £100,000. As such, they will be capable of meeting the requirements of the Council's Medium-Term Financial Strategy (MTFS) and also be consistent with the earlier assumption in the main Hub business case that renewable technologies will make a positive financial contribution to the overall Hub financial model. Part of the revenue saving could be achieved through eligibility for tariff payments under the Renewable Heat Incentive (RHI) which supports investors in eligible heat technologies.

2.7 A further option is being explored which could see the Mildenhall Hub act as the energy centre supplying heat by underground pipes to the existing Mildenhall College Academy Sixth Form Building (MCA6) which will be retained as part of the project. At this time, no estimate of capital cost is available. However, if viable, this enhancement to the proposal could replace the use of the existing gas boiler heating by MCA6.

Power Generation

2.8 Concertus have proposed the use of solar photovoltaics to generate some of the electricity needed in the Hub. Based on the initial building design, a 150KW scheme is proposed at an estimated capital cost of around £150,000. The electricity that will be generated will reduce the amount of imported electricity from the grid, resulting in annual revenue savings likely to be over

£12,000. Again, therefore, such an investment is likely to be consistent with the MTFS.

- 2.9 Concertus have also proposed a nominal battery storage capacity of 1.2MW with which to store power generated on site by the CHP and solar panels. Operating cost savings or income could be achieved either by using stored power either by importing grid electricity when tariffs are low for use when tariffs are higher, typically between 4pm and 7pm, or by avoiding importing power when the grid requires consumers to manage their demand at which time advantageous tariffs are paid to avoid consumption.
- 2.10 The projected capital cost of the battery store ranges between approximately £0.70M and £1.01M depending on the size of storage provided. Again, Concertus estimate a positive annual net cash flow which will be consistent with the MTFS, at over £100,000 p.a.

Contingency

- 2.11 Further work on renewable technologies is being undertaken at risk as part of the Royal Institute of British Architects (RIBA) Stage 4 design stage for the Hub along with the option to connect to MCA6. Detailed technical and financial modelling will be undertaken at this stage. Given the preliminary stage of the techno-economic assessment of the proposals and ahead of any procurement, however, it is still proposed to include a 10% contingency to the capital cost estimate in the final business case in July.

3. Outline of business case for July 2017

- 3.1 The key drivers for installing renewable energy technologies in the Mildenhall Hub project are proposed as follows:-
- Strategic fit
 - Regulatory compliance
 - Economic and financial value
 - Carbon savings
 - Operational and management value
 - Resilience of supply.
- 3.2 The proposals would need to be consistent with the following strategic and organisational objectives:
- a) *West Suffolk Strategic Plan: Through Priority 1 – Increased Opportunities for Economic Growth*, the case is made that investing in renewable energy technologies provides both a beneficial economic return and opportunities for stimulating local energy technology supply chain, whether that is for local provision, installation or ongoing maintenance. Through *Priority 3: Homes and communities*, the outline business case accords with the principle that new developments should be fit for the future, properly supported by infrastructure, and that they build communities.
- b) *Medium-Term Financial Strategy*: the business case must respond to the challenges facing local government finance by investing in more efficient

and/or income generating facilities. It must also demonstrate that the Council is prepared to act more commercially and take calculated investment risk where sound, objective evidence shows that it is appropriate to do so.

- c) *Asset Management Plan*: the business case will address the condition of existing facilities by replacing them with more efficient facilities.
- d) *Suffolk Growth Strategy and the West Suffolk Six Point Plan for Jobs and Growth*: the business case will show that the Council is prepared to demonstrate that it acts in a leadership role, by showing more efficient use of resources, and that the Council is continuing to invest in Mildenhall as a key market town in West Suffolk.
- e) *West Suffolk Sustainability Strategy*: The Strategy sets out the range of issues which the Council wishes to influence at a local level through appropriate use of investment and services to deliver a sustainable future for the locality.

3.3 Mildenhall College Academy (ATT) have shown interest in pursuing the additional option to provide heat to their building (MCA6). This is subject to further investigation to prove feasibility and viability. Therefore, no capital allowance has been made at this stage for this option.

3.4 Currently, if the scheme receives planning consent, it is planned that the gas boilers and CHP will be supplied from the mains gas grid connection. It may be feasible to supply gas, as well as power, using other technologies, for example Anaerobic Digestion. Such proposals will not form part of the 2017 business case and would be the subject of separate assessment and business case. This technology could also be retro-fitted.

3.5 After taking account of capital and running costs that would have to be incurred for the base case, the business case will need to show indicative investment returns for each of the preferred technologies. This will be shown as:

- an annual net cost saving;
- an indicative investment return (IRR) as a percentage of the capital cost; and
- a simple payback period in years.

The returns will include income arising from the Renewable Heat Incentive and savings both from reduced importing of grid electricity and the use of stored power at times when it is cheaper than importing from the grid.

3.6 The financial investment and savings compared to the base case will also relate to the Hub scheme as a whole, not just the FHDC facilities. It continues to be envisaged that the Council would fund, procure and operate the heating, cooling and power provisions as a main developer/owner/landlord of the Mildenhall Hub. Although the Council would expect to take a fair rate of return for its investment, to cover its overheads and cost of borrowing on an open-book basis, it is a principle of the development that all of the public services in

the Hub will benefit from cheaper energy; to justify them being part of a hub scheme with shared infrastructure and to assist in sustainable delivery of all public services. The final business case will therefore indicate in outline how the costs and benefits of renewable technology will be shared by the partners.

3.7 The options for financing the provision of renewable technology, which will also be clarified in the final business case, include:

- Funding from capital reserves/any underspend on the main Hub budget estimate
- Prudential borrowing
- Third party commercial finance
- Grant aid.

At this time, no interest free grant aid has been secured to finance the preferred options although other public authorities may be prepared to invest alongside the Council if the Council so chose (see also 3.9 below).

3.8 Any prudential borrowing will need to generate a net return on investment compared with the Council's typical borrowing costs (interest plus Minimum Revenue Provision) under the terms of the Council's MTFS. Depending on the length of borrowing, these costs (expressed as a rate) could be between 6% and 10%. Furthermore, it is still envisaged that any net surplus generated after the cost of borrowing and running costs by the Council could contribute towards the overall cost of delivering the Hub project (which is an assumption of the main business case).

3.9 Should the investigation of extending heating and cooling to the Mildenhall College Academy Sixth Form Building demonstrate a viable case, then dependent on the investment return that could be achieved the Council could seek central government grant from the Heat Network Investment Programme (HNIP). HNIP was set up at the end of 2016 to create the right conditions for a self-sustaining heat network market to develop. The project is funded by the Department for Business, Energy and Industrial Strategy (BEIS) and aims to provide capital support to help deliver heat networks in the UK and carbon savings. The capital support available to individual schemes is unknown but it is likely to be capped at the minimum amount required to make a project economically viable.

3.10 The proposed options above would deliver wider non-financial benefits. A key benefit is the carbon savings which would be made over the assumed life of each technology. It is predicted that in the region of 400 tonnes of CO₂ could be saved annually compared to the base case.

3.11 A range of options are available for funding, delivering and managing the proposals, the choice of which will be dependent on what control the Council wishes to have over the project development and delivery compared against the financial and wider benefits that could be accrued. A preferred model for funding will be developed and form part of the full business case.

3.12 Alternative funding, delivery and operational management models are

available and already in place within the Abbeycroft Leisure Centres in Bury St Edmunds, Haverhill and Newmarket whereby a commercial operator funds and operates the CHP or other energy-related plant. With respect to the CHP technology, the company buys from Abbeycroft the input gas required to generate heat and power which is then sold on to the Leisure Centre. The CHP operator uses the cost differential between gas purchase and heat sale to commercialise the operation under a contract typically of 15-20 years duration.

- 3.13 At this stage no detailed assessment of the risks of investing in the proposed technologies has been undertaken. However, the key risks have been identified (see Appendix 1). A detailed risk assessment will be undertaken as part of the full business case at which some of the initial cost and benefits will be further refined.
- 3.14 Key stakeholders have been identified and their role in the project assessed to ensure that they are both actively engaged and as appropriate involved in any decisions. A stakeholder engagement plan has been drawn up and will continue to be reviewed and updated through each project stage.

Appendix 1 – Risk identification

Risk	Potential impact
Commercial arrangements, delivery vehicle and procurement	Dependent on the procurement, contractual delivery structures that the council chooses will determine the risks that are retained or passed on to others
Policy change	Central government policies are subject to change and this presents an ongoing risk. An example is the impact of Government policy on the Renewable Heat Incentive, taxation and energy pricing.
Planning risks	These would apply to the development of the Mildenhall Hub as whole as the proposals move through the planning process.
Development risks	Programme delay can significantly impact the delivery of the project throughout the development programme.
Operational risks	Issues that could affect the operating cost include under-performance of a specific technology, higher than expected operation and maintenance costs, development passing affecting revenue.
Financial risk	The availability of affordable capital, the energy input costs and heat sale pricing could all have a significant impact on the viability of the options

Appendix 2: An explanation of the proposed heating and power technologies

Combined Heat and Power (CHP)

A Combined Heat and Power unit will be automatically controlled to act as the lead boiler when there is both a heating and electrical demand within the building. The CHP will be sized to meet the base heating load of the building, as this ensures that it will be run almost continuously with little to no heat wastage. Running the CHP system for as long as possible also improves the efficiency of the engine and therefore it's financial payback time. The CHP will be served by a gas engine with gas boilers providing top up only during the coldest days.

Ground Source Heat Pump (Heat Pump)

The majority of the heating energy being supplied to the Hub will look to come from a Ground Source Heat Pump serving underfloor heating. Ground Source Heat Pumps offer coefficients of performances (efficiencies) higher than that of air source heat pumps and gas boilers, they also have the benefit of being able to the reverse cycle. This means that instead of heat being supplied to the Hub, it could also be extracted in the warmer months, helping to cool the building down and decrease the amount of overheating occurring.

Ground Source Heat Pumps can either be open or closed loop and work by extracting heat from the ground, upgrading it using a compressor and then transfers the heat to the buildings heating system. There are two main types of GSHP, vertical bore holes or horizontal trenches. Vertical bore holes may be required to go down to depths of greater than 100m and therefore a ground survey is required to determine their suitability. Whereas horizontal trenches will typically be laid only a few metres under the ground but will require a large horizontal run to ensure sufficient heat is exchanged.

The Ground Source system can also be reversed cycled, extracting heat from the building instead of the ground. This helps to cool the building down during the winter months and reduces the amount of overheating occurring. With a number of ground source heat pump units combined in series the relative heating and cooling energy required by the Hub can be shared between the units. Put simply, if one area of the Hub is too hot then this heat could be extracted and moved to an area that is too cold. This exchange of energy between different parts of the building is extremely efficient and can increase the COP of the GSHP considerably.

Battery storage

The use of battery storage to offset the use of peak cost and carbon electricity using energy stored before the peak is an innovative use of a proven technology. An additional benefit of using a storage technology is that it also provided protection against short-term network outages when IT equipment and other sensitive plant can be protected against unexpected loss of power.

It is likely that lithium ion technology will be used at the Mildenhall Hub.

Solar photovoltaics

Solar power generation is now a mature technology and is becoming commercially viable without the need for financial incentives to invest. The generation of power offsets the importation of electricity from the grid. Power can also be stored where battery technology is combined with solar to allow the power to be used on site beyond the usual profile of solar generation.

Cabinet



Forest Heath
District Council

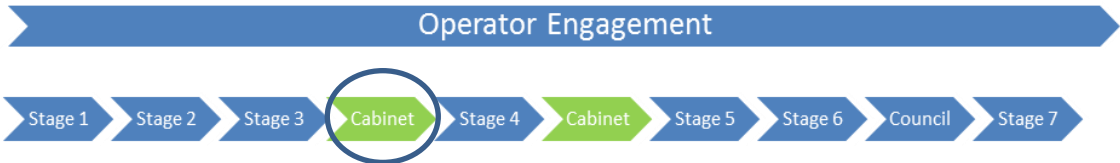
Title of Report:	Leisure Opportunities in Newmarket	
Report No:	CAB/FH/17/031	
Report to and date:	Cabinet	20 June 2017
Portfolio holder:	Councillor Lance Stanbury Portfolio Holder for Planning and Growth Tel: 01284757252 Email: lance.stanbury@forest-heath.gov.uk	
Lead officer:	Jill Korwin Director Tel: 01284 757252 Email: jill.korwin@westsuffolk.gov.uk	
Purpose of report:	<p>Following on from the recommendations of the Forest Heath Retail and Leisure Study, to inform Councillors of the findings of the feasibility study undertaken into the proposed leisure opportunities in Newmarket town centre and outline feasibility undertaken at potential sites;</p> <p>To request Cabinet to support the allocation of a budget facility of up to £50,000 to enable detailed feasibility to be undertaken to enable a preferred site to be selected.</p>	
Recommendation:	<p>It is <u>RECOMMENDED</u> that:</p> <ol style="list-style-type: none"> 1) Cabinet supports the assessment of a cinema and restaurant development in principle for Newmarket; and 2) Cabinet allocates a revenue budget facility of up to £50,000, funded from the 'Investing in our growth agenda' reserve, to enable detailed feasibility to be undertaken on preferred sites to improve cost confidence and enable the preferred site to be identified. 	

Key Decision: (Check the appropriate box and delete all those that do not apply.)		<i>Is this a Key Decision and, if so, under which definition?</i> Yes, it is a Key Decision - <input type="checkbox"/> No, it is not a Key Decision - <input checked="" type="checkbox"/>	
<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>			
Consultation:		<ul style="list-style-type: none"> Over a number of years there has been significant engagement with the public in regard to what they want to see in Newmarket. Retail studies commissioned by Forest Heath District Council in 2006, 2011 & 2016 have carried out household surveys and in each case the desire for a cinema has been consistent. In 2012/13 The Princes Foundation, through the Newmarket Vision, also noted the desire for and the benefits of introducing a cinema to Newmarket Town Centre (Appendix 1). 	
Alternative option(s):		<ul style="list-style-type: none"> Do not support progress feasibility studies leaving it to the market to bring forward a proposal; 	
Implications: A site is developed that does offer such benefit to the Council, or is sited out of town impacting on town centre trade.			
<i>Are there any financial implications? If yes, please give details</i>		Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> <ul style="list-style-type: none"> Detailed within the body of this report 	
<i>Are there any staffing implications? If yes, please give details</i>		Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> <ul style="list-style-type: none"> Detailed within the body of this report 	
<i>Are there any ICT implications? If yes, please give details</i>		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> <ul style="list-style-type: none"> No significant issues identified as a result of this report 	
<i>Are there any legal and/or policy implications? If yes, please give details</i>		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> <ul style="list-style-type: none"> Subject to site selection, existing leases may be impacted 	
<i>Are there any equality implications? If yes, please give details</i>		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> <ul style="list-style-type: none"> Equality Impact Assessment will be completed if the project proceeds beyond feasibility. 	
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)
There are no current planning submissions however there is a risk that a developer may propose an out of town cinema – an out of town	High	Ensure that feasibility study is expedited to provide supporting evidence towards a decision on planning submission	Medium

development would move footfall out of the town centre.			
Opportunity: To provide a much needed leisure offering for families and communities in the heart of Newmarket, enhancing the leisure and retail offer and supporting the local economy.	High	Ensure that any development considers and complements the existing leisure offering in the town centre.	High
Town centre/rental income impact – potential loss or reduction of existing rental income	High	Identify alternate sites for any business affected. Discuss potential relocation with retailers; identify potential to maximise rental income through additional A1/A3 units.	Medium
If building impacts on existing car parking capacity, loss of car parking could impact on footfall to town. Parking in the town centre is already nearing capacity, net loss of car parking spaces will have an impact on the overall town centre parking provision.	High	Further assessment of parking capacity vs demand will be carried out during the summer to assess the impact to parking of the Home of Horseracing, Civil Parking Enforcement is also likely to increase demand on car parks.	Medium
Potential transitional costs associated with any necessary relocation.	Moderate	Continue to work with stakeholders to mitigate.	Moderate
Ward(s) affected:	All Saints; St Marys; Severals Ward/s		
Background papers: <i>(all background papers are to be published on the website and a link included)</i>	<p>Forest Heath Retail and Leisure Study http://www.westsuffolk.gov.uk/planning/Planning Policies/local plans/upload/Forest-Heath-Retail-Study-Final-Version-21-11-2016.pdf</p> <p>Establishing a Mechanism for Investing in our Growth Agenda http://svr-mgov-01:9070/documents/s19850/CAB.FH.17.018%20Establishing%20a%20Mechanism%20for%20Investing%20in%20our%20Growth%20Agenda.pdf</p>		

Documents attached:	Appendix One: Demand for Cinema in Newmarket (Exempt) Appendix Two: Summary of Cinema Next Consulting Newmarket Cinema Report (Exempt) Appendix Three: Cash Flow Statement (Exempt) Appendix Four: Site Comparisons(Current) (Exempt) Appendix Five: Site Plans (Current) (Exempt) Appendix Six: Site Plans (Future)
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1.0	Background
1.1	This report builds on Cabinet’s decisions taken in April 2017 (CAB/FH/17/018) to develop the mechanisms for investing in our growth agenda, one of the Council’s core priorities. That paper recognised that in order to promote economic growth, the Council needs to consider the investment role it can play to shape places while also ensuring the Council’s own financial self-sufficiency. Whilst the overarching strategy for that investment approach is still under development, the Council has an opportunity now to consider issues arising from the Forest Heath Retail and Leisure Study, produced in November 2016 to support the local plan.
1.2	That study identified, as one of its five key recommendations, the need in Newmarket to <i>“provide a new cinema in the town centre, within or on the edge of the Primary Shopping Area, supplemented by new high quality food and beverage uses”</i> .
1.3	The study found further that <i>“a new cinema alongside food and beverage uses would significantly improve the attraction, vitality and viability of the town’s daytime and evening economy. It would also help to widen the customer profile, attracting more family visits and a younger age profile.”</i> Such a development would <i>“significantly enhance the town’s evening time economy and encourage more visitors to the centre”</i> Further, bringing a cinema into a town increases footfall between 16:30 and 18:00 at a time town centres are typically winding down.
1.4	<p>The desire to establish a cinema in Newmarket has also been raised in various forums including Newmarket Town Council, community groups and by the local Member of Parliament. There is a strong local desire for a new cinema development; the “Newmarket wants a Cinema” Facebook page has in excess of 5,000 members and the Town Council has expressed its desire to identify a cinema location through its emerging Neighbourhood Plan.</p> <p>West Suffolk’s Strategic Plan cites “increased opportunities for economic growth” as one of its three priorities with key outcomes including</p> <ul style="list-style-type: none"> a. beneficial growth that enhances prosperity and quality of life b. existing businesses that are thriving and new businesses brought to the area c. vibrant, attractive and clean high streets, village centres and markets <p>The delivery of a cinema and associated restaurant offer will address each of those outcomes.</p>
1.5	So to build on this desire Forest Heath District Council commissioned a specialist cinema research company (Cinema Next Consulting (CNC)) to investigate the optimum size and facility mix of a cinema development together with an outline analysis of key sites in the town. The report focussed on Council owned land to maximise the viability of any scheme. The report has concluded that a cinema and restaurant

	development in the right location in the town would be successful and develop the desirability of the town centre. There has been increasing interest in cinema development by local authorities recognising the wider benefits that a cinema presence offers.
1.6	This report summarises the findings from the CNC report and includes a top level analysis of sites under consideration in exempt appendix two.
2.0	<p>Project approach</p> <p>As with any potential project of this scale, a clear staged approach is being undertaken with gateways in place for each decision. This report summarises the viability and outline site evaluations (i.e. Stage three) and, pending Cabinet approval, we will move to Stage four of the approach outlined below:</p> <ul style="list-style-type: none"> • Stage 1: High level review • Stage 2: Establish viability • <i>Stage 3: Outline Site Evaluation (this report)</i> • Stage 4: Detailed Site Evaluation • Stage 5: Site Selection • Stage 6: Planning application process and further detailed site evaluation • Stage 7: Planning Submission  <p>Throughout this process we will continue to engage with potential cinema operators to ensure market interest.</p>
3.0	Commercially viable facility size and mix
3.1	There have been a number of previous reports that identified a need for a cinema in Newmarket (appendix one). These reports recognised that more in-depth analysis was required to verify market demand and commercial viability. CNC has reviewed those studies and supplemented the previous analysis with its own research. CNC's more detailed findings are summarised in section 3.2 and are further outlined in exempt appendices two to five attached to this report.
3.2	Cinema Next Consulting summary findings
3.2.1	Within a 20-minute drive time of Newmarket there is a population of 116,390. A cinema generating admissions per year of 202,800 will be operating at a visitation rate of 1.74 within the 20-minute drive time and 3.99 visits per annum from the available 15-minute drive time population (2.6 UK average). This is an attainable target so long as the site developed provides ease of access, car parking, and a broad mix of cinema content and restaurant operators.
3.2.2	CNC have advised that creating a long-term sustainable leisure and hospitality destination is essential and that place-making is critical to the success of the venue.

	<p>Place-making is a multi-faceted approach to the planning, design and management of public spaces. Place-making capitalises on a local community's assets, inspiration, and potential, with the intention of creating public spaces that promote people's health, happiness, and wellbeing.</p> <p>CNC advise that when selecting a location for a new cinema developers must consider;</p> <ul style="list-style-type: none"> • Access routes, • Visibility • Cost • Opportunity for supporting food and beverage (F&B) • Car parking <p>The location of the cinema must be in an area where the economic drivers including retailers, market, hotels, local and tourist communities can best benefit.</p>
3.2.3	<p>Cinema developments should be supported by at least three branded full dining F&B establishments. The cinema would require the introduction of a range of mid-market restaurant offers, which are appealing to cinema goers (families and evening trade). CNC advise that the co-location of suitable F&B is critical to the success of a new development as it underpins the deliverability of any cinema-led scheme and competitive returns to a developer.</p>
4.0	<p>Car parking provision</p> <p>Car parking demand in Newmarket town centre is fast approaching current capacity limits. Recent developments, including the National Heritage Centre for Horseracing and Sporting Arts, have added to the demand and the impacts of these developments are currently being assessed. Planned initiatives, including Civil Parking Enforcement and any potential new leisure developments, will further increase demand.</p>
4.1	<p>A parking study has been commissioned to better understand the impact of increased parking demand in Newmarket; this report will assess the impact on car parking of growth in the town centre and will consider the potential impact of new developments. The report will make recommendations in relation to the additional spaces needed to accommodate various scenarios.</p> <p>The Newmarket parking study commenced in April 2017 and is expected to conclude by the end of July 2017.</p>
4.2	<p>CNC advise that an average 60% of customers visit cinemas by car, with an average of 2.5 people sharing the car journey, this correlates to the mix of couples or families who are the most frequent users of cinema.</p>
4.3	<p>The busiest periods are weekends and peak school holiday weeks when the bulk of major film releases are launched into market. The business can be split into weekend, non-peak week day and peak week day (including Bank Holidays), which complements and extends the retail day:</p>

	<p style="text-align: center;">Cinema Occupancy %</p> <p>The chart displays cinema occupancy percentages across different times of the day. The Y-axis represents the percentage from 0% to 100%. The X-axis represents time intervals: 1000, 1200, 1400, 1600, 1800, 2000, 2200, 2400, and 200. Three data series are shown: Weekend Day (teal), Non-Peak Week Day (blue), and Peak Week Day (15 weeks) (light blue). Occupancy is highest during the 2000-2200 interval, reaching approximately 95% for weekend days.</p> <table border="1"> <thead> <tr> <th>Time</th> <th>Weekend Day (%)</th> <th>Non-Peak Week Day (%)</th> <th>Peak Week Day (15 weeks) (%)</th> </tr> </thead> <tbody> <tr> <td>1000</td> <td>30</td> <td>2</td> <td>25</td> </tr> <tr> <td>1200</td> <td>55</td> <td>5</td> <td>48</td> </tr> <tr> <td>1400</td> <td>70</td> <td>8</td> <td>70</td> </tr> <tr> <td>1600</td> <td>70</td> <td>10</td> <td>48</td> </tr> <tr> <td>1800</td> <td>70</td> <td>28</td> <td>48</td> </tr> <tr> <td>2000</td> <td>95</td> <td>48</td> <td>30</td> </tr> <tr> <td>2200</td> <td>95</td> <td>48</td> <td>30</td> </tr> <tr> <td>2400</td> <td>35</td> <td>2</td> <td>2</td> </tr> <tr> <td>200</td> <td>15</td> <td>2</td> <td>2</td> </tr> </tbody> </table> <p style="text-align: center;">Time</p> <p style="text-align: center;"> ■ Weekend Day ■ Non- Peak Week Day ■ Peak Week Day (15 weeks) </p>	Time	Weekend Day (%)	Non-Peak Week Day (%)	Peak Week Day (15 weeks) (%)	1000	30	2	25	1200	55	5	48	1400	70	8	70	1600	70	10	48	1800	70	28	48	2000	95	48	30	2200	95	48	30	2400	35	2	2	200	15	2	2
Time	Weekend Day (%)	Non-Peak Week Day (%)	Peak Week Day (15 weeks) (%)																																						
1000	30	2	25																																						
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1600	70	10	48																																						
1800	70	28	48																																						
2000	95	48	30																																						
2200	95	48	30																																						
2400	35	2	2																																						
200	15	2	2																																						
	<p>CNC advise that in an appropriate location Newmarket could support a cinema with capacity for 600 seats. Based on cinema industry occupancy rates, (approximately 80% of admissions fall on weekends and school holiday weekdays) and considering the Newmarket catchment this could see an additional requirement of 70-130 spaces on these days for a cinema of the proposed size.</p>																																								
5.0	<p>Site Evaluation</p> <p>CNC assessed multiple town centre sites (exempt appendices 2 and 3) based on criteria essential to an operator. The site must;</p> <ul style="list-style-type: none"> • Be highly visible and have an easily accessible position. • Have suitable site dimensions and proportions. • Have excellent and sufficient reasonably priced parking • Be supported by at least three branded full dining F&B establishments. • Be supported by a centre that actively promotes its leisure credentials in the region. 																																								
5.1	<p>Site plans are included in exempt appendices 4 & 5.</p>																																								
6.0	<p>Financial Analysis</p>																																								
6.1	<p>The report has established that the revenue position of a cinema will be positive for an operator. Whilst there are a number of ways that a scheme could come forward, CNC have concluded that any scheme will require capital support to the operator from the local authority or developer. That support could be in the form of land provision.</p>																																								
6.2	<p>Accordingly an assessment has been undertaken assuming the Council takes the role of landlord, renting the cinema complex to a cinema operator and restaurants. In accordance with the principles of investing in our growth agenda referenced in section one above, modelling has been undertaken including borrowing costs and consideration of the Council’s Medium Term</p>																																								

	Financial Strategy (MTFS).
6.3	The fund seeks at least a minimum an overall rate of return of 6% per annum to ensure a cost neutral position (based on current 40 year borrowing costs and repayment). The modelling undertaken has been calculated on the direct benefits that the leisure development would deliver including rental yields, business rates and car parking income.
6.4	It does not at this stage include the wider economic benefits to the town of increased footfall through a more desirable town centre offer. Initial financial modelling indicates that a viable property scheme could be developed, but further detailed work is required to fully assess the financial implications to the council. (See exempt appendices 2).
7.0	Summary and recommendations
7.1	The modelling and forecasting shows that based on the catchment analysis research and the significance of the potential redevelopment taking place in Newmarket, a forecast admission potential of 124,900 – 202,800 admissions per annum for a four to six-screen town centre cinema is predicted, making a scheme financially viable from a revenue position for an operator.
7.2	The sites evaluated have both advantages and challenges but key sites are emerging that warrant further investigation. As stated, delivery of a Cinema scheme in Newmarket meets the Council’s strategic priority in regard to growth, specifically addressing the need identified in the retail and leisure study. The initial estimated costs show a return in line with the Council’s MTFS guidelines for such schemes. These costs needs further development but do show a viable scheme could be developed from a developer perspective.
7.3	As well as considering the optimum location for a cinema and leisure offer the project will look at opportunities to enhance the Guineas. The Council must protect its investment in this site and ensure that any scheme that comes forward ultimately benefits this development and the wider town centre offer.
7.4	To develop this opportunity further, shortlisted site schemes need to be fully appraised and costed. It is therefore recommended that Cabinet support the creation of a facility of up to £50,000 to enable detailed feasibility to be undertaken to enable a preferred site to be selected. This will include the cost of : <ul style="list-style-type: none"> • Architects and Quantity Surveyors to draw up elemental site plans which would look in more detail at potential schemes and provide a more accurate cost estimation. • Outline highways impact evaluation to facilitate conversations with the highways authority to effectively plan in advance of development. • Evaluation of specific car parking requirements for a site, over and above the generic car parking study that is being conducted • Outline scheme for development of any new building required to house any existing tenants that could be displaced through the development of the cinema and leisure scheme. This will be funded from the from the ‘Investing in our growth agenda’ reserve (CAB/FH/17/018)

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1. Appendix one: Public Reports: Demand for Cinema in Newmarket

Report	Date	Summary	Commissioned by
GVA Grimley, Forest Heath District Council Retail and Town Centre Study	June 2006	The analysis suggests that a cinema would be a significant attraction within the District and as a principal centre Newmarket would be the preferable location for any such facility, subject to operator demand.	Forest Heath District Council
Strategic Perspectives, Forest Heath District Council Retail and Town Centres Study 2011	Nov 2011	The household survey and health check for Newmarket identified a qualitative need for a cinema in the District and town centre. The study finds that there is a clear and present need for a modern multi-screen cinema in Newmarket to meet the requirements of the District's population. A cinema in the town centre would also help to anchor the town centre's commercial leisure offer and create a more diverse and attractive early evening and night time economy.	Forest Heath District Council
<i>Newmarket Vision, Enquiry by Design Workshop Report</i>	2013	The report acknowledges that provision of a commercially viable cinema in the town centre could face challenges. Such challenges include the identification and development of a suitable building/site on or close to the High Street that can accommodate the screen numbers/sizes and parking needs of a modern cinema operator.	The Princes Foundation
Newmarket Neighbourhood Plan	Oct 2015	The Newmarket Neighbourhood development plan sets out seven objectives to be considered when determining land usage to achieve the vision for Newmarket in 2030. A key object is to ensure a vibrant town centre. Newmarket town council state that the town centre should have a range and variety of entertainments for both visitors and residents; in	Newmarket town council

		addition to cafes, restaurants and pubs, there should be venues for performing and visual arts and in particular a cinema.	
<i>Carter Jonas</i> , Forest Heath Retail and Main Town Uses Appraisal 2016	Sept 2016	Supporting FHDC local plan. This study incorporated a household telephone interview survey (HTIS) across the FHDC study area. The study found that subject to market demand and commercial viability there would be potential to provide a new cinema in the Forest Heath District and that Newmarket is the preferred location. A new cinema development would help consolidate Newmarket's role as the district's principal shopping and leisure destination. It would also significantly enhance the town's evening time economy and encourage more visitors to the centre.	Forest Heath District Council
Newmarket Wants A Cinema	Sept 2016	With approximately 5,000 supporters this group is gaining some momentum and have been successful in raising the campaign in the media and to government.	David Rippington
Cinema Next Consulting, Newmarket Cinema Report	May 2017	Forecast admissions of 202,800 for a multiplex cinema in Newmarket is modest in comparison to Cambridge and Bury St Edmunds, but a realistic and attainable target for the town. There is a clear case for a 21 st Century cinema development.	Forest Heath District Council

Cabinet



Forest Heath
District Council

Title of Report:	Adoption of Public Space Protection Orders	
Report No:	CAB/FH/17/032	
Report to and date:	Cabinet	20 June 2017
Portfolio holder:	<p>Councillor David Bowman Portfolio Holder for Operations Tel: 07711 593737 Email: david.bowman@forest-heath.gov.uk</p> <p>Councillor Andy Drummond Portfolio Holder for Leisure & Culture Tel: 01638 751411 Email: andy.drummond@forest-heath.gov.uk</p>	
Lead officers:	<p>Damien Parker Leisure and Cultural Services Manager Tel: 01284 757090 Email: damien.parker@westsuffolk.gov.uk</p> <p>Mark Christie Service Manager (Business) Tel: 01638 719220 Email: mark.christie@westsuffolk.gov.uk</p>	
Purpose of report:	To provide an update on the outcome of public consultation concerning Public Space Protection Order (PSPO) and to seek approval to formally adopt them.	
Recommendation:	<p>It is <u>RECOMMENDED</u> that:</p> <p>(1) Members <u>note</u> the results of the consultations associated with the proposed Public Space Protection Order (PSPO).</p> <p>(2) Cabinet approve the proposed new Public Space Protection Order (PSPO) included in this report as appendix A to Report No: CAB/FH/17/032 relating to:</p> <ul style="list-style-type: none"> • Dog Fouling • Banning of dogs from certain specific children's play areas and certain specific fenced football pitch areas. 	

<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 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 District.</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>	<ul style="list-style-type: none"> • Consultation has been completed and summarised in section 3 of this report.
<p>Alternative option(s):</p>	<ul style="list-style-type: none"> • None
<p>Implications:</p>	
<p><i>Are there any financial implications? If yes, please give details</i></p>	<p>Yes <input checked="" type="checkbox"/> No <input type="checkbox"/></p> <ul style="list-style-type: none"> • Purchase and erection of replacement signage. • Dog exclusion sites will require approx. 100 signs across 50 sites in Forest Heath. Working on a cost of £25 per sign, the total cost will be £2500 • Funding has been identified from with existing Leisure and Culture budgets • Updating/replacing of current dog fouling signs to be funded from current budgets.
<p><i>Are there any staffing implications? If yes, please give details</i></p>	<p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <ul style="list-style-type: none"> • PSPOs can be enforced by Police officers, Police staff (PCSOs) and West Suffolk councils' enforcement officers • There are no plans to increase the number of council enforcement officers
<p><i>Are there any ICT implications? If yes, please give details</i></p>	<p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p>
<p><i>Are there any legal and/or policy implications? If yes, please give details</i></p>	<p>Yes <input checked="" type="checkbox"/> No <input type="checkbox"/></p> <ul style="list-style-type: none"> • The proposed order has been drafted by the council's legal team. • Copies attached at Appendix A.
<p><i>Are there any equality implications? If yes, please give details</i></p>	<p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p>

Risk/opportunity assessment:		<i>(potential hazards or opportunities affecting corporate, service or project objectives)</i>	
Risk area	Inherent level of risk (before controls)	Controls	Residual risk (after controls)
	Low/Medium/ High*		Low/Medium/ High*
Public perception – negative perception of the impact of the PSPO	High	Information provided Consultation process completed	Low
Reputation- no enforcement activity taken	High	Work with the community. Encourage information and evidence to be provided of any breaches	Medium
Ward(s) affected:	Dog fouling condition - all wards in Forest Heath. Dog exclusion condition – those wards detailed in the proposed order.		
Background papers: <i>(all background papers are to be published on the website and a link included)</i>	Report No: OAS/FH/17/003 (Overview and Scrutiny Committee: 12 January 2017) Report No: CAB/FH/17/002 (Cabinet: 14 February 2017)		
Documents attached:	<i>(Please list any appendices.)</i> Appendix A - Draft PSPO orders Appendix B - Feedback from the Kennel Club.		

Key issues and reasons for recommendation(s)

1 Background

- 1.1 A report was presented to the Overview and Scrutiny Committee (Report No: OAS/FH/17/003 refers) on 12 January 2017, which provided an update to legislative changes relating to Public Space Protection Orders (PSPO). The report also sought views on the proposed adoption of the new PSPO relating to dog control and fouling.
- 1.2 At the above Overview and Scrutiny Committee meeting Members noted that, subject to public consultation and Cabinet approval, a PSPO in respect of certain dog controls across Forest Heath should be adopted.
- 1.3 At its meeting on 14 February 2017 (Report No: CAB/FH/17/002 refers) Cabinet received and supported the recommendations made by Overview and Scrutiny Committee concerning the proposed PSPO on the basis that it was satisfied that, subject to the outcome of the public consultation, the proposed changes were acceptable and proportionate to mitigate potential nuisance or problems in an area that may be detrimental to the local community's quality of life.
- 1.4 Town and Parish Councils were informed of the Council's proposal to introduce the PSPO and were invited (at cost) to include their play areas in the proposed PSPO schedule of sites to excludes dogs.

2 Consultation

- 2.1 In line with Home Office guidance a period of consultation was undertaken between 20 February 2017 and 17 March 2017.
- 2.2 Key stakeholders (Police, the Police and Crime Commissioner, Parish Councils, The Kennel Club, RSPCA and Forest Heath elected members) were consulted individually.
- 2.3 Public consultation was made available via an online survey on the West Suffolk councils' website.

3. Results of the consultation

3.1 Consultation relating to the control of dogs and dog fouling

- 3.2 Seven responses were received from members of the public to the online survey. Of these, one response was from a resident of Forest Heath and six were listed as visitors. In summary:
 - One of the respondents objected to the introduction of a dog related PSPO to increase the amount of the FPN and six were supportive.
 - Respondents were split on excluding dogs from play areas with three in favour, three against and one unsure. They were also only slightly opposed to the banning of dogs from fenced football pitches with four respondents against, two for and one unsure.

- 3.3 The Council also received a response from the Kennel Club which is attached as Appendix B. The salient points from their response states that the Kennel Club does not normally oppose Orders to exclude dogs from playgrounds, or enclosed recreational facilities. They strongly promote responsible dog ownership, and believe that dog owners should always pick up after their dogs. They made a point that they'd like us to employ further proactive measures to help promote responsible dog ownership throughout the local area in addition to introducing Orders in this respect.
- 3.4 A correspondence was emailed to each of the contacts responsible for Parish play areas advising them of the proposals and inviting them to include their play areas in the order which prohibits dogs from entering play areas. Those Parishes that have requested inclusion will be added to the schedule of sites included in the PSPO.

4. The Order

- 4.1 The full Order can be found at Appendix A.
- 4.2 Subject to the agreement of Cabinet to accept the Order , there are statutory requirements to;
- i) formally notify the Parish, Town and County councils;
 - ii) publish the order on the West Suffolk councils website; and
 - iii) Install the required signage in the appropriate locations.

5 Duration of the Orders

- 5.1 The PSPO will be reviewed after a period of two years and a decision will then be required to either continue unchanged, vary if required, or discharge if no longer required.

6. Recommendation

- 6.1 Given the results of the public feedback, including the Police and Kennel Club it is recommended that Cabinet agree to adopt the proposed new PSPO as set out in Appendix A.

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APPENDIX A

Public Space Protection Orders

DRAFT – Forest Heath

ANTI-SOCIAL BEHAVIOUR, CRIME AND POLICING ACT 2014

SECTION 59

PUBLIC SPACES PROTECTION ORDER

This order is made by Forest Heath District Council (the 'Council') and shall be known as the Public Spaces Protection Order (Dogs) 2017

PRELIMINARY

1. The Council, in making this Order is satisfied on reasonable grounds that:

The activities identified below have been carried out in public places within the Council's area and have had a detrimental effect on the quality of life of those in the locality,

and that:

the effect, or likely effect of the activities:

is, or is likely to be of a persistent or continuing nature,

is, or is likely to be, such as to make the activities unreasonable, and justifies the restrictions imposed by the notice.

2. The Council is satisfied that the prohibitions imposed by this Order are reasonable to impose in order to prevent the detrimental effect of these activities from continuing, occurring or recurring, or to reduce that detrimental effect or to reduce the risk of its continuance, occurrence or recurrence.
3. The Council has had particular regard to the rights and freedoms set out in Article 10 (right of freedom of expression) and Article 11 (right of freedom of assembly) of the European Convention on Human Rights and has concluded that the restrictions on such rights and freedoms imposed by this Order are lawful, necessary and proportionate.

4. For the purpose of this order –

- (i) A person who habitually has a dog in his possession shall be taken to be in charge of the dog at any time unless at that time some other person is in charge of the dog;
- (ii) Placing the faeces in a receptacle on the land which is provided for the purpose, or for the disposal of waste, shall be sufficient removal from the land;
- (iii) Being unaware of the defecation (whether by reason of not being in the vicinity or otherwise), or not having a device for or other suitable means of removing the faeces shall not be a reasonable excuse for failing to remove the faeces
- (iv) "an authorised officer of the Council" means an employee, partnership agency or contractor of the Council who is authorised in writing by Forest Heath District Council for the purposes of giving directions under the Order.
- (v) Each of the following is a "prescribed charity" –

Dogs for the Disabled (registered charity number 700454)
Support Dogs Limited (registered charity number 1088281)
Canine Partners for Independence (registered charity number 803680)

THE ACTIVITIES

5. The Activities prohibited by the Order are:

- (i) failing to remove dog faeces from land to which the public or any section of the public has access (on payment or otherwise, as a right or by virtue of express or implied consent)
- (ii) taking a dog(s) onto, or permitting a dog(s) to enter or remain on any play area, multi-use games area, green gym or wheel park as detailed in Schedule 1
- (iii) taking a dog(s) onto, or permitting a dog(s) to enter or remain on any fenced sports area between 1st August and 31st May (the football season) as detailed in Schedule 1

THE PROHIBITION

6. The activities are prohibited within the areas listed in Schedule 1 and illustrated on the attached plans in Schedule 2.

THE EXCEPTION

7. The Prohibition does not apply to a person who –
 - (i) Is registered as a blind person in a register compiled under section 29 of the National Assistance Act 1948; or
 - (ii) Is deaf, in respect of a dog trained by Hearing Dogs for Deaf People (registered charity number 293358) and upon which is relied on for assistance ; or
 - (iii) Has a disability which affects mobility, manual dexterity, physical coordination or ability to lift, carry or otherwise move everyday objects, in respect of a dog trained by a prescribed charity and upon which he relies for assistance.

PERIOD FOR WHICH THIS ORDER HAS EFFECT

8. This Order will come into force at midnight on xxxxxx and will expire on xxxxxx.
9. At any point before the expiry of this three year period the Council can extend the Order by up to three years if they are satisfied on reasonable grounds that this is necessary to prevent the activities identified in the Order from occurring or recurring or to prevent an increase in the frequency or seriousness of those activities after that time.

WHAT HAPPENS IF YOU FAIL TO COMPLY WITH THIS ORDER?

Section 67 of the Anti-Social Behaviour Crime and Policing Act 2014 says that it is a criminal offence for a person without reasonable excuse-

- (a) to do anything that the person is prohibited from doing by a public spaces protection order, or
- (b) to fail to comply with a requirement to which the person is subject under a public spaces protection order

A person guilty of an offence under section 67 is liable on conviction in the Magistrates Court to a fine not exceeding level 3 on the standard scale

FIXED PENALTY

A constable, police community support officer or authorised officer of the council may issue a fixed penalty notice to anyone he or she believes has committed an offence under section 67 of the Anti-Social Behaviour, Crime and Policing Act. You will have 14 days to pay the fixed penalty of £80. If you pay the fixed penalty within the 14 days you will not be prosecuted

APPEALS

Any challenge to this order must be made in the High Court by an interested person within six weeks of it being made. An interested person is someone who lives in, regularly works in, or visits the restricted area. This means that only those who are directly affected by the restrictions have the power to challenge. The right to challenge also exists where an order is varied by the Council.

Interested persons can challenge the validity of this order on two grounds: that the Council did not have the power to make the order, or to include particular prohibitions or requirements; or that one of the requirements of the legislation, for instance consultation, has not been complied with.

When an application is made the High Court can decide to suspend the operation of the order pending the Court's decision, in part or in totality. The High Court has the ability to uphold the order, quash it, or vary it.

Dated.....

The Common Seal of)
FOREST HEATH DISTRICT COUNCIL)
was affixed in the presence of)

.....
Authorised Signatory

Schedule One: Dog Exclusion Areas

(NB. Sites owned by Parish Councils are still to be added)

This order applies to all enclosed areas of land as described below:

Sites listed in alphabetical order under town areas:

Map No	Brandon Area	Type of area covered	Post Code	Ward
1	Lilac Close	Play area	IP27 0LN	Brandon West
2	Seymour Ave	Play area	IP27 0XH	Brandon West
3	Teal Close	Play area	IP27 0BG	Brandon East
4	Warren Close	Play area & multi use games area	IP27 0EF	Brandon East
5	Woodcock Rise	Play area	IP27 0BN	Brandon East
6	Yew Drive	Play area	IP27 0UL	Brandon East

Map No	Lakenheath Area	Type of area covered	Post Code	Ward
7	Sandpits /Stations Road	Play area	IP27 9JB	Lakenheath

Map No	Beck Row Area	Type of area covered	Post Code	Ward
8	Aspal Close	Fenced football Pitch area	IP28 8AF	Eriswell & The Rows

Map No	Mildenhall Area	Type of area covered	Post Code	Ward
9	Charles Melrose Close	Play area	IP28 7BA	Great Heath
10	Douglas Park	Play area	IP28 7BA	Great Heath
11	Macpherson Robertson Way	Play area	IP28 7RS	Great Heath
12	Mildenhall Woods Adventure Play Area/BMX Track	Play area, wheels park	IP28 7SG	Market
13	Miles Hawk Way	Play area	IP28 7SE	Great Heath
14	Oxford Close	Play area	IP28 7RP	Great Heath
15	Peterhouse Close	Play area	IP28 7BA	Market
16	St Johns Close	Play area, wheels park & multi use games area	IP28 7NA	Great Heath

Map No	Newmarket Area	Type of area covered	Post Code	Ward
17	Barry Lynham Drive	Play area	CB8 8YT	All Saints

18	George Lambton Playing Field	Wheels park	CB8 7RL	Severals
19	Granby Street	Play area	CB8 8GQ	All Saints
20	Green Road	Play area	CB8 9BN	All Saints
21	Greville Starkey Avenue	Play area	CB8 0BN	Severals
22	Heasman Close	Play area	CB8 0AD	Severals
23	Hodgkins Yard (All Saints Road)	Play area	CB8 8ET	All Saints
24	Lady Wolverton (Adastral Close)	Play area	CB8 0PX	St Mary's
25	Manderston Road	Play area	CB8 0NL	St Mary's
26	Millbank	Play area	CB8 0EG	St Mary's
27	New Cheveley Road	Play area	CB8 8BU	All Saints
28	Hyperion Way BMX Track, Play Area and MUGA (Studlands Park Estate)	Play area, wheels park & multi use games area	CB8 7RX	Severals
29	Brickfields Avenue (Studlands Park Estate)	Play area	CB8 7RX	Severals
30	*Memorial Hall Gardens (King Edward VII Memorial Grounds)	Play area & Wet play area	CB8 8JP	St Mary's

Map No	Moulton Area	Type of area covered	Post Code	Ward
31	Anvil Way	Play area	CB8 8GY	South

*Site owned by Newmarket Town Council



THE KENNEL CLUB

Making a difference for dogs

Kennel Club Response to Forest Heath Borough Council Public Spaces Protection Order Consultation

Submitted on 17th March by: The Kennel Club, Clarges Street, Piccadilly, London W1J 8AB, tel: 020 7518 1020, email: kcdog@thekennelclub.org.uk

The Kennel Club is the largest organisation in the UK devoted to dog health, welfare and training, whose main objective is to ensure that dogs live healthy, happy lives with responsible owners. As part of its External Affairs activities the Kennel Club runs a dog owners group KC Dog with approximately 5,000 members, which was established to monitor and keep dog owners up to date about dog related issues, including Public Spaces Protection Orders (PSPOs) being introduced across the country.

As a general principle we would like to highlight the importance for all PSPOs to be necessary and proportionate responses to problems caused by dogs and irresponsible owners. It is also important that authorities balance the interests of dog owners with the interests of other access users.

Response to proposed measures

Dog fouling

The Kennel Club strongly promotes responsible dog ownership, and believes that dog owners should always pick up after their dogs wherever they are, including fields and woods in the wider countryside, and especially where farm animals graze to reduce the risk of passing Neospora and Sarcocystosis to cattle and sheep respectively.

We would like to take this opportunity to encourage the local authority to employ further proactive measures to help promote responsible dog ownership throughout the local area in addition to introducing Orders in this respect.

These proactive measures can include: increasing the number of bins available for dog owners to use; communicating to local dog owners that bagged dog poo can be disposed of in normal litter bins; running responsible ownership and training events; or using poster campaigns to encourage dog owners to pick up after their dog.

Dog access

The Kennel Club does not normally oppose Orders to exclude dogs from playgrounds, or enclosed recreational facilities such as tennis courts or skate parks, as long as alternative provisions are made for dog walkers in the vicinity. We would also point out that children and dogs should be able to socialise together quite safely under adult supervision, and that having a child in the home is the biggest predictor for a family owning a dog.

We acknowledge and welcome the seasonal dog exclusion order on sports pitches but ask the local authority to consider whether or not access restrictions are absolutely necessary. If they are deemed to be needed, we believe 'in use' restrictions would be more

appropriate. We are aware in many areas, dog walkers do allow their dogs to exercise on playing fields when they are not in use. If of course they are in use we understand the safety reasons behind restrictions.

The council should be aware that dog owners are required, under the Animal Welfare Act 2006, to provide for the welfare needs of their animals and this includes providing the necessary amount of exercise each day. Their ability to meet this requirement is greatly affected by the amount of publicly accessible parks and other public places in their area where dogs can exercise without restrictions. This section of the Animal Welfare Act was included in the statutory guidance produced for local authorities by the Home Office on the use of PSPOs.

Assistance dogs

We welcome the proposed exemptions for assistance dogs. There are in total seven charities training registered assistance dogs in the UK that we submit should be included. We would suggest that to find out more information about the range of assistance dogs now legally recognised under disability legislation in the UK that need to be accommodated, go to www.assistedogs.org.uk.

For the proposed dog fouling measure we suggest the Council adopts the following wording

These offences does not apply to a person who –

- a) is registered as a blind person in a register compiled under section 29 of the National Assistance Act 1948; or
- b) has a disability which affects his mobility, manual dexterity, physical coordination or ability to lift, carry or otherwise move everyday objects, in respect of a dog trained by a prescribed charity and upon which he relies for assistance.

For the dog access restrictions including dog exclusion and dogs on lead we submit the Council adopts the following wording -

- a) is registered as a blind person in a register compiled under section 29 of the National Assistance Act 1948; or
- b) is deaf, in respect of a dog trained by Hearing Dogs for Deaf People (registered charity number 293358) and upon which he relies for assistance; or
- c) has a disability which affects his mobility, manual dexterity, physical coordination or ability to lift, carry or otherwise move everyday objects, in respect of a dog trained by a prescribed charity and upon which he relies for assistance.

Appropriate signage

It is important to note that in relation to PSPOs the “The Anti-social Behaviour, Crime and Policing Act 2014 (Publication of Public Spaces Protection Orders) Regulations 2014” make it a legal requirement for local authorities to –

“cause to be erected on or adjacent to the public place to which the order relates such notice (or notices) as it considers sufficient to draw the attention of any member of the public using that place to -

- (i) the fact that the order has been made, extended or varied (as the case may be); and
- (ii) the effect of that order being made, extended or varied (as the case may be).”

With relation to dog access restrictions such as a “Dogs Exclusion Order”, on-site signage should make clear where such restrictions start and finish. This can often be achieved by signs that on one side say, for example, “You are entering [type of area]” and “You are leaving [type of area]” on the reverse of the sign.

While all dog walkers should be aware of their requirement to pick up after their dog, signage should be erected for the PSPO to be compliant with the legislation.

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Cabinet



Forest Heath
District Council

Title of Report:	Discretionary Rate Relief Following Revaluation – Development of a Local Scheme 2017/2018	
Report No:	CAB/FH/17/033	
Report to and date:	Cabinet	20 June 2017
Portfolio holder:	Councillor Stephen Edwards Portfolio Holder for Resources and Performance Tel: 01638 660518 Email: steven.edwards@forest-heath.gov.uk	
Lead officers:	<p>Rachael Mann Head of Resources and Performance Tel: 01638 719245 Email: rachael.mann@westsuffolk.gov.uk</p> <p>Jo Andrews Strategic Revenues Manager, ARP Tel: 01842 756490 Email: jo.andrews@angliarevenues.gov.uk</p>	
Purpose of report:	To adopt a scheme for granting discretionary rate relief for businesses facing the steepest increases in their business rates bills as a result of the 2017 business rates revaluation.	

Recommendation:	<p>It is RECOMMENDED that, members</p> <ol style="list-style-type: none"> 1. Approve the principles of the scheme and the guidelines as set out in the report and Appendices. 2. Delegated authority be given to the Assistant Director (Resources and Performance), in consultation with the Portfolio Holders for Planning and Growth and for Resources and Performance to agree the scheme guidance for 2018/19 onwards, in line with the funding available and any feedback from businesses from 2017/18 scheme.
<p>Key Decision:</p> <p><i>(Check the appropriate box and delete all those that do not apply.)</i></p>	<p><i>Is this a Key Decision and, if so, under which definition?</i></p> <p>Yes, it is a Key Decision - <input type="checkbox"/></p> <p>No, it is not a Key Decision - <input checked="" type="checkbox"/></p>
<p><i>The 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>	
Consultation:	Business Forums as per Appendix A
Alternative option(s):	<p>Failing to provide a relief would cause hardship to the businesses concerned and fail to distribute the government's allocation of funding to ease this pressure.</p> <p>Alternative scheme design options have been considered which are covered in the main body of the report.</p>
Implications:	
<p><i>Are there any financial implications? If yes, please give details</i></p>	<p>Yes <input checked="" type="checkbox"/> No <input type="checkbox"/></p> <p>As set out in this report.</p>
<p><i>Are there any staffing implications? If yes, please give details</i></p>	<p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>This will be a manual process and we have replied to the Government's consultation on the proposals suggesting new burdens/admin grant should be considered to cover.</p>
<p><i>Are there any ICT implications? If yes, please give details</i></p>	<p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <p>None as a result of this report</p>
<p><i>Are there any legal and/or policy implications? If yes, please give details</i></p>	<p>Yes <input checked="" type="checkbox"/> No <input type="checkbox"/></p> <p>As set out in this report. This is an additional discretionary relief</p>
<p><i>Are there any equality implications? If yes, please give details</i></p>	<p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <ul style="list-style-type: none"> A screening EqIA has been carried out (see Appendix C)

Risk/opportunity assessment:		<i>(potential hazards or opportunities affecting corporate, service or project objectives)</i>	
Risk area	Inherent level of risk (before controls)	Controls	Residual risk (after controls)
	Low/Medium/High*		Low/Medium/High*
Adopting this discretionary relief may lead to additional costs or surplus funding in any one year	Medium	Surpluses/deficits might be able to be carried forward but there is no confirmation as yet. The scheme design will be reviewed annually and monitored to ensure we remain within the allocation.	Low
Risk of new guidelines not being implemented by staff	Low	Training and guidance given to staff	Low
Risk of not having guidelines and non-application of discretionary rate relief causes hardship to those most severely affected by the 2017 revaluation.	Medium	Speedy adoption of new guidance to ensure discretionary rate relief awards can be implemented	Low
Risk of a business that doesn't fall within the scheme parameters struggling to meet their business rates liability due to the revaluation	Medium	Introduction of a discretionary hardship fund for businesses adversely affected	Low
Ward(s) affected:		All Wards	
Background papers: <i>(all background papers are to be published on the website and a link included):</i>		Appendix A – Guidelines for relief Appendix B – Screening EqIA	

1. Key issues and reasons for recommendation(s)

Background

- 1.1 At the Budget on 8 March, the Chancellor announced that the Government would make available a discretionary fund of £300 million over four years from 2017/18 to support those businesses that face the steepest increases in their business rates bills as a result of the revaluation. The Government believes that local government is best placed to determine how this fund should be targeted and administered to support those businesses and locations within their area that are in the greatest need.
- 1.2 Every billing authority in England has been provided with a share of the £300 million to support their local businesses. This will be administered through billing authorities’ discretionary relief powers under section 47 of the Local Government Act 1988.
- 1.3 The Government has allocated the £300m of available funding to each billing authority, based on certain assumptions (mainly rateable value being greater than £200k and the % increase in bill greater than 12.5%). They went on to say that Local authorities may wish to apply the same rules to their scheme design.
- 1.4 The appendix to the Government consultation document shows west Suffolk councils allocations of the discretionary pot for the MTF period as follows:

Allocations of discretionary £300m pot							
	2017/18	2018/19	2019/20	2020/21	Total		
	£000's	£000's	£000's	£000's	£000's		
St Edmundsbury	209	102	42	6	359		
Forest Heath	227	110	45	6	388		
West Suffolk	436	212	87	12	747		

This is “the maximum amount of discretionary relief that billing authorities can award for which they and major precepting authorities will be compensated through s31 grant”. The compensation will be in line with the current business rate retention scheme shares, i.e. 50% central Government, 40% District/Borough Council, 10% County Council. (So, for example, if FHDC awards £100k in total to its ratepayers, it will get £40k back in s31 grant, SCC will get £10k and the government will bear the other £50k)

- 1.5 Once the 100% rates retention system is introduced everywhere with effect from 2019/20, authorities will see their income reduced by the entire value of the relief given. For any year, the funding arrangements will ensure that all authorities are compensated for the loss of income they incur capped to their allocation by means of grant payments under s.31 of the Local Government Act 2003, or transfer payments between authorities

Local scheme design

- 1.6 Local authorities were invited by Government to design schemes that allocated the Government's funding in such a way as to help those businesses who were most significantly impacted by the 2017 revaluation. In allocating the funding to councils, the Government used an eligibility threshold of £200k (i.e. only including businesses with rateable values of less than £200k) and of 12.5% (i.e. only businesses whose increase in rates was 12.5% or more were included).
- 1.7 In designing the local scheme for Forest Heath, officers at West Suffolk councils and Anglia Revenues Partnership modelled what would be the impact on local businesses if the Government's eligibility criteria were replicated locally. It was found that because Forest Heath's other reliefs to local businesses were already relatively more generous than the average national picture, the impact of the revaluation had already been offset to some extent. This meant that more businesses could be brought within the parameters of the scheme, while still remaining affordable in terms of the Government's allocation.
- 1.8 Once the scheme is introduced, eligible businesses would receive relief so as to reduce the increase in their business rates bill to a maximum of 10%. Any remaining funding left over following the allocations to these eligible businesses would be allocated to those businesses experiencing extreme hardship as a result of the revaluation, through a discretionary Hardship Fund.

2.0 Engagement with local business rates payers and responses

- 2.1 We have engaged with local business representatives, through the Suffolk Chamber, Business Improvement Districts (BIDs), MENTA and Federation of Small Businesses, to test the likely impact of the draft scheme design on business rate payers.
- 2.2 The following main points were made in the responses received:
 - The impact of the revaluations are causing significant discomfort to many west Suffolk businesses and are likely in a number of cases to frustrate further investment, business expansion and employment growth.
 - All the stakeholders who responded were pleased that the councils were intending to go further than the Government guidelines and cap the increase at 10% on the basis that it would have a positive impact on many companies who would be able to manage their cash flow better over the coming twelve months
 - However, there was concern that the proposed relief was only for one year and fears expressed that if, next year, companies would be liable for the full increase then the problem would have simply been moved rather than solved.
 - The additional support of the discretionary Hardship Fund was also seen as hopefully helping other businesses in difficult sectors, such as pubs and village shops.
 - The proposed scheme rules were seen as acceptable. There was some concern at the use of the term 'discretionary' to describe the relief, rather than it being a 'right'
 - The particular impact of the revaluation on horseracing trainers in

Newmarket was noted

- There was a keenness on the part of stakeholder groups to continue to work with West Suffolk councils over the future operation of the scheme, the details of the hardship fund, and business rates policy more generally

3.0 Draft scheme guidelines

- 3.1 The suggested guidelines from 1 April 2017, detailed in Appendix A sets out the criteria to be taken into consideration in deciding whether relief should be given, the procedure for applications and an appeals process where there has been a refusal to grant relief.
- 3.2 Awards of relief are reviewed annually and the guidelines will help determine which organisations should receive relief for the period commencing 1 April 2017.
- 3.3 The total of 179 awards are expected to be given for the 12 month period ending 31 March 2018 as a result of adopting the guidance at Appendix A. There may be further awards as a result of the hardship fund.
- 3.4 It is proposed that delegated authority is given to the Assistant Director (Resources and Performance), in consultation with the Portfolio Holders for Planning and Growth and for Resources and Performance to agree the scheme guidance for 2018/19 onwards, in line with the funding available and any feedback from businesses from 2017/18 scheme. Any major and significant changes to the overall design of the local scheme would be considered by Cabinet.

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**Forest Heath District Council
2017/18 Discretionary Rate Relief, following revaluation**

1. Guidelines Aim

These guidelines set out the Council's intentions for dealing with the new discretionary rate relief for businesses most affected by the 2017 Business Rates Revaluation and its mechanism for reducing the negative impact on those businesses. Awards of relief will be for one year only; the qualifying criteria will be reviewed in the final quarter of each year of the scheme to determine entitlement for the forthcoming financial year.

These guidelines aim to provide clarity around the process of administration of applications for this Discretionary Rate Relief, consistency in the application of the guidelines and to ensure maximum take-up from potential qualifying organisations, which will in turn make a contribution to achieving the Council's priorities for the area.

2. Award of Rate Relief

Business rate payments remain legally due and payable in accordance with the most recent bill, until such time as any relief is awarded.

The Non-Domestic (Business) Rates Team can provide assistance or advice to any organisation or business on the qualifying criteria and operation of the scheme.

Entitlement to discretionary relief is determined with reference to an increase in the bill due to the April 2017 revaluation. The funding for this relief is limited and therefore the business will be expected to apply for any other reliefs which may be applicable. These will be applied to the account first before any further relief is granted, limiting the increase in rates to the determined percentage for that year

All qualifying businesses and organisations are required to notify The Council of any change in circumstances that may affect their entitlement to Discretionary Rate Relief.

If an organisation moves address within the period that they are receiving rate relief (whether within or outside of the district), relief will not be carried forward to the new property as the business will have had an opportunity to consider the rates before moving. The relief is intended to cushion the effects of the revaluation only.

3. How Applications are Processed

The Non-Domestic (Business) Rates Team will administer the scheme.

The Business Rates Team will assess whether a business qualifies for relief and a Decision Notice will be issued by The Business Rates Team.

4. Notification of the Decision

Qualifying businesses will be notified of the amount of the Discretionary Rate Relief award by the issue of a new Rate Demand Notice. The rate relief will be awarded by means of a reduction in liability shown on the business rates bill issued to the ratepayer. Where this puts the account in credit for the year, a refund will be made by the Council.

There is provision for reconsideration of a decision by The Strategic Revenues Manager where the amount under consideration is less than £2000 or Section 151 Officer, in consultation with the Cabinet member where the amount would exceed £2000.

5. Timescales for New Applications

Period of Award

The award period will be for a period of no more than 12 months and in any case will end on 31 March of the relevant financial year. Continuation of relief will be subject to annual reviews of the scheme, until such time as the scheme ceases.

Annual Review of Relief Award

The Guidelines will be reviewed yearly and Qualifying businesses and organisations will have relief automatically granted for the next financial year. The amount will be shown on their annual rates bill.

6. Discretionary Rate Relief - Qualifying Factors for Businesses

All of the following criteria must apply for an application to be eligible:

<u>Rateable Value of property is less than £200,000</u>
<u>Increase in 2017/18 rates compared to 2016/17 is greater than 10%</u>
<u>Ratepayer must have been in occupation on 31/3/17</u>
<u>Scheme based on RV in Valuation List on 1/4/17 and rates payable on 31/3/17</u>
Properties empty on 31/3/17 will not qualify
In cases where there is a retrospective reduction to the RV, any overpayment of relief will be withdrawn.
Future increases in RV backdated to 1/4/17 will not be eligible for increases in the amount of relief awarded.
The Council will not normally award relief where the business operates at a regional or national level or is part of a franchise

This scheme has been designed to support those businesses facing the steepest increases due to the 2017 revaluation. The Council will award relief based on the above criteria but recognises that it has discretion to award relief where a business facing an increase in rates, does not satisfy

the above factors. The Council has complete discretion as to the parameters and application of the scheme.

7. Promoting and Communicating this Policy

Advice and information relating to this policy is available on the Council's website and from the Non-Domestic Rates Team at the Council.

Where possible, the Council will identify any new ratepayer who may qualify under this policy and grant relief where applicable.

8. State Aid

The award of discretionary rate relief is considered likely to amount to State Aid. State Aid is the means by which the European Union regulates state funded support to businesses. Discretionary Relief will be State Aid compliant where it is provided in accordance with the De Minimis Regulations EC 1407/2013. The De Minimis Regulations allow an undertaking to receive up to €200,000 'de-minimis' aid over a rolling three year period.

Businesses receiving Discretionary Relief will be required to sign a declaration to confirm that, including any other relief award, they will not have received more than €200,000 in total of De Minimis aid within the current financial year, or the previous two financial years.

Further information on State Aid can be found at <https://www.gov.uk/state-aid>

9. Complaints and reconsiderations of refusal to award.

Although there is no legal right of appeal against the Council's decisions on discretionary rate relief, in keeping with good customer care practice and principles of transparency, these guidelines provide for a review/reconsideration of any decision.

Decisions on awarding discretionary rate relief are usually made on the basis of the relevant factors and an organisation asking for a reconsideration of a decision should be able to demonstrate that they do satisfy the factors detailed in this guidance that allow an award to be considered.

There is provision within this policy for a request for reconsideration of a decision to be made by the Strategic Revenues Manager or Section 151 Officer in consultation with the Cabinet Member (dependant on value).

Action	Timescale
<p>If the applicant wishes to ask for a reconsideration of a decision, the request should be made in writing to the Strategic Revenues Manager or Section 151 Officer and must demonstrate that some or all of the relevant factors contained within this document are met.</p>	<p>A request for reconsideration should be sent to the Council within 1 month of the date on the letter of refusal/award.</p>
<p>The Council will acknowledge receipt of a request for reconsideration in writing and advise the applicant of the date that the application will be reviewed by the Strategic Revenues Manager or Section 151 Officer in consultation with the Cabinet Member.</p>	<p>Letter advising the date of application review will be sent within one week of the receipt of appeal letter.</p>
<p>The Strategic Revenues Manager or Section 151 Officer in consultation with the Cabinet Member will review the appeal. A letter will be sent to the applicant advising the final decision of the Council.</p>	<p>The letter will be sent within one week of the final decision.</p>

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Equality Screening Form

Question	Response
Q1) Name of the strategy, policy, programme or project being assessed.	Local scheme for discretionary business rates relief following 2017 revaluation.
Q2) In no more than five lines and using Plain English, summarise the purpose of the policy or proposal, and its desired outcomes.	At the Budget on 8 March 2017, the Chancellor announced a £300m fund for local authorities to grant relief to those businesses in England who were hardest hit by the 2017 business rates revaluation exercise. Local authorities have now been given responsibility for designing local schemes.
Q3) Who should benefit from the proposal and in what way?	Eligible small businesses whose rates bills increased significantly as a result of the revaluation will see their increases capped.
Q4 Is there any evidence or reason to believe that in relation to this proposal, there may be a difference in: <ul style="list-style-type: none"> • Levels of participation • Uptake by different groups • Needs or experiences of different groups • Priorities • Other areas? 	<p>Only small businesses will be affected by the proposals (those with rateable values of £200k or less).</p> <p>Information about the relief will be received equally by all those eligible.</p> <p>Engagement with the local business sector has been carried out, and the proposals positively received.</p> <p>The proposed hardship fund will also positively impact on the small business sector.</p>
Q5) Using the evidence listed above, fill in the table below to highlight the groups you think this policy	There is no potential for negative impact as the proposals will lessen the financial impact of the 2017 revaluation.

<p>or proposal has the potential to impact upon:</p> <p>(i) Is there any potential for negative impact? Yes or No</p> <p>(ii) Are there opportunities for positive impact or to promote equality of opportunity?</p>	The scheme does not give any opportunities for promotion of equality of opportunity.
Q6) Considering your answers to questions 1-5, do you believe a Full Equality Impact Assessment is needed?	No
Q7) Considering our duty to proactively tackle disadvantage and promote equality of opportunity, list the actions required.	N/A

Impacts Table				
	Is there potential for negative impact? YES or NO	Are there opportunities for positive impact? YES or NO	If YES, please provide details of the impact below	
			Positive Impact	Negative Impact
All groups or society generally	NO	YES	Eligible businesses will be positively affected, irrespective of their equality characteristics. Their employees will therefore be positively affected,	

			including those with the characteristics listed below.	
Age - Older or younger people	NO	YES		
Disability - People with a disability	NO	YES		
Sex - Women or men	NO	YES		
Pregnancy or maternity - including expectant or new parents i.e. pregnancy and maternity	NO	YES		
Marriage and civil partnership – including same sex couples	NO	YES		
Race - People who are black or from a minority ethnic background (BME)	NO	YES	Horseracing industry businesses have been particularly affected by the scheme in W Suffolk, including a higher than average proportion of those from other nationalities backgrounds.	
Religion - People with a religion or belief (or who choose not to have a religion or belief)	NO	YES		

Sexual Orientation - People who are lesbian, gay or bisexual (LGB) or in a Civil Partnership	NO	YES		
Gender Reassignment - People who are transitioning from one gender to another	NO	YES		
<i>Families and those with parenting or caring responsibilities (The Families Test)</i>	NO	YES		
<i>Individuals on low income</i>	NO	YES		
<i>Those suffering rural isolation</i>	NO	YES		
<i>Those who do not have English as a first language</i>	NO	YES	Horseracing industry businesses have been particularly affected by the scheme in W Suffolk, including a higher than average proportion of those for whom English is not a first language.	

Action Plan				
Equality group/ characteristic	Action/milestone	Responsibility (Project manager or partner organisation)	Achievement date	Monitoring arrangements

Sign off section

This Screening Level EqIA was completed by:

Name Rachael Mann

**Job Title Assistant Director (Resources and
Performance)**

Signature R Mann

Date 12/06/217

**On completion, please submit this document with the policy
or proposal. Guidance and advice on draft and final versions
can be obtained from:**

**Tanya Sturman, Corporate Policy Team
01638 719473
tanya.sturman@westsuffolk.gov.uk**

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Cabinet



Forest Heath
District Council

Title of Report:	West Suffolk Joint Pay Policy Statement 2017/2018	
Report No:	CAB/FH/17/034	
Report to and dates:	Cabinet	20 June 2017
	Council	26 July 2017
Portfolio holder:	Councillor Stephen Edwards Portfolio Holder for Resources and Performance Tel: 07904 389982 Email: stephen.edwards@forest-heath.gov.uk	
Lead officer:	Karen Points Assistant Director (HR, Legal & Democratic Services) Tel: 01284 757015 Email: karen.points@westsuffolk.gov.uk	
Purpose of report:	<p>Section 38/11 of the Localism Act 2011 requires local authorities to produce a Pay Policy Statement annually.</p> <p>A Joint Pay Policy Statement for 2017/2018 has been produced, reflecting the shared workforce, and the single Pay and Reward Strategy now in place for the two West Suffolk Councils.</p> <p>The Joint Pay Policy Statement for 2017/2018 being recommended for adoption by both Councils is attached at Appendix 1. This incorporates the outcomes of the 2013 collective agreement which established a modern reward framework for our integrated workforce.</p>	
Recommendation:	It is <u>RECOMMENDED</u> that subject to the approval of full Council, the West Suffolk Joint Pay Policy Statement for 2017/2018, as contained in Appendix 1 to Report No: CAB/FH/17/034, be approved.	
Key Decision: <i>(Check the appropriate box and delete all those that do not apply.)</i>	<i>Is this a Key Decision and, if so, under which definition?</i> Yes, it is a Key Decision - <input type="checkbox"/> No, it is not a Key Decision - <input checked="" type="checkbox"/>	

<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>			
Consultation:		<ul style="list-style-type: none"> Whilst there is no requirement to consult on this statement, it has been shared with Unison 	
Alternative option(s):		<ul style="list-style-type: none"> It is a legal requirement to produce a Pay Policy Statement on an annual basis, so no other options were considered. 	
Implications: None			
Are there any financial implications? <i>If yes, please give details</i>		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	
Are there any staffing implications? <i>If yes, please give details</i>		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	
Are there any ICT implications? <i>If yes, please give details</i>		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	
Are there any legal and/or policy implications? <i>If yes, please give details</i>		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	
Are there any equality implications? <i>If yes, please give details</i>		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	
Risk/opportunity assessment:		<i>(potential hazards or opportunities affecting corporate, service or project objectives)</i>	
Risk area	Inherent level of risk (before controls)	Controls	Residual risk (after controls)
	Low/Medium/ High*		Low/Medium/ High*
Legal Risk of non-compliance	Low	Formal approval by Cabinet/Council	Low
Transparency/reputational risk	Low	Formal approval as above, annual reviews, and transparency through website	Low
Ward(s) affected:		N/A	
Background papers: <i>(all background papers are to be published on the website and a link included)</i>		N/A	
Documents attached:		Appendix 1: West Suffolk Councils Joint Pay Policy Statement 2017/2018	

1. Key issues and reasons for recommendation(s)

- 1.1 The Act and supporting guidance provides details of matters that must be included in this statutory pay policy, but, also, emphasises that each local authority has the autonomy to take its own decisions on pay and pay policies. The Pay Policy Statement must be approved formally by Full Council each year. The statement can be amended in year, must be published on the Council's website and must be complied with when setting the terms and conditions of Chief Officers.
- 1.2 This Pay Policy Statement includes a policy on:-
- (a) the level and elements of remuneration for Chief Officers (senior staff);
 - (b) the remuneration of the lowest paid employees;
 - (c) the relationship between the remuneration of the highest and lowest paid employees; and
 - (d) other specific aspects of Chief Officer remuneration, fees and charges and other discretionary payments.
- 1.3 This Pay Policy Statement is a joint statement with Forest Heath District Council, which covers our integrated workforce and Leadership Team.
- 1.4 The Code of Practice for Local Authorities on Data Transparency provides guidance on good practice in this area. The Council's approach to data transparency is to establish the Council as an open and transparent Council that, in time, not only embraces the principles of the Code, but, publishes all information that is likely to be of benefit to the communities and economy of our area.
- 1.5 Data can already be access through the "open data" link on our website. The Pay Policy Statement is published in that section annually.

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West Suffolk Councils

Joint Pay Policy Statement 2017/2018

1. Introduction

- 1.1 Both Councils recognise that, in the context of managing scarce public resources, remuneration at all levels needs to be adequate to secure and retain high quality employees dedicated to the service of the public, but at the same time needs to avoid being unnecessarily generous or otherwise excessive.
- 1.2 It is important that local authorities are able to determine their own pay policies and structures in order to address local priorities and to compete in the local labour market.
- 1.3 In particular, it is recognised that senior management roles in local government are complex and diverse functions in a highly politicised environment where often national and local pressures conflict. The Councils' ability to continue to attract and retain high calibre leaders capable of delivering this complex agenda, particularly during times of financial challenge, is crucial if the West Suffolk Councils are able to retain their current high performance levels and ensure that West Suffolk Services are protected during this continuing period of economic uncertainty.
- 1.4 In June 2013 a single pay and reward strategy was secured through collective agreement with Unison for all staff, except the Leadership Team, whose pay had been brought together in October 2012.
- 1.5 This Joint Pay Policy Statement has been produced for the Year 2017-18.

2. Legislation

- 2.1 Section 38/11 of the Localism Act 2011 requires local authorities to produce a Pay Policy Statement annually.
- 2.2 The Act, and supporting statutory guidance, provides details of matters that must be included in this statutory pay policy, but, also, emphasises that each local authority has the autonomy to take its own decisions on pay and pay policies. The Pay Policy Statement is approved formally by full Council annually. It must be published on the Council's website and be complied with when setting the terms and conditions of Chief Officer employees.
- 2.3 In October 2014 the Department for Communities and Local Government (DCLG), issued a Transparency Code for all public

sector bodies. This code required us to publish specific data on our website from February 2015. We have published data on how we organise our structures, our senior salaries for those whose remuneration is at least £50,000; the pay multiple and any trade union facility time given. The code was issued to as part of a drive to increase local accountability, giving local people the opportunity to contribute to the local decision making process and help shape their public services.

2.4 The National Minimum Wage applies for those aged 21 to 24 at £7.05 per hour with effect from 1 April 2017 (18-20 £5.60; Under 18 £4.05 and Apprentice rate for first year - £3.50)

2.5 The National Living Wage applies for those aged 25 and over at £7.50 with effect from 1 April 2017.

3. Scope

3.1 This Pay Policy Statement includes:-

- (a) the level and elements of pay for each Chief Officer;
- (b) the pay of the lowest paid employees;
- (c) the relationship between the pay of Chief Officers and other officers; and
- (d) other specific aspects of Chief Officer remuneration, fees and charges and other discretionary payments.

3.2 Remuneration in this context is defined widely to include not just pay, but also charges, fees, allowances, benefits in kind, increases in enhancements of pension entitlements and termination payments.

4. Principles

4.1 The following principles were agreed with Unison to guide the development of the single pay and reward policy.

- Single terms and conditions across both workforces
- Affordable: within the Mid Term Financial Strategy (MTFS)
- Attractive: to recruit and retain
- Responsible: maintains reputation
- Legal: satisfies equality requirement
- Fair: minimises risk of challenge
- Drives: new organisational values
- Rewards excellent performance
- Manages unacceptable performance; and
- Capable of achieving collective agreement

4.2 The remuneration of Chief Officers has been agreed outside of the national collective agreement process with pay agreed under local pay arrangements and a correlation between the CEO pay and the LT pay bands. This was put in place with advice from the LGA at the

time when the joint Chief Executive and the Leadership Team were appointed in 2012.

5. Senior Pay

5.1 In this policy the senior pay group covers posts in the top three tiers of the organisation. These include the Chief Executive, Directors and Assistant Directors.

5.2 The Council currently has the following number of posts at this level, 1 x Chief Executive, 2 x Directors, 6 x Assistant Directors.

5.3 The management structure of the Councils can be found on the Councils website and on the intranet.

5.4 Chief Executive

(a) The salary for this joint post was established when the joint Chief Executive was appointed in April 2012. This is a local grade, established in February 2012, following an analysis of the degree of responsibility in the role, the downward movement in market rates, benchmarking with other comparators and the ability to recruit and retain an exceptional candidate. Following the uplift of the cost of living rises, as applied to all other employees, the range is £110,562 - £121,091.

(b) An appraisal review of the Chief Executive took place in December 2016. The current salary (as at 1/4/17) of the Chief Executive, is at the top point of the band (£121,091). There have been no additional bonuses, performance, honoraria or ex-gratia payments made.

(c) Other Conditions of Service are as prescribed by the Joint National Council (JNC) for Local Authority Chief Executives National Conditions, apart from those determined locally, as detailed in this policy.

(d) The employment costs (salary and on-costs) of the Chief Executive are shared between Forest Heath District Council and St Edmundsbury Borough Council, which significantly reduces the cost of employing a Chief Executive for each Council.

5.5 Directors and Heads of Service

(a) The salary for these posts has been established as a local grade following an analysis of the degrees of responsibility in relation to the salary of the CEO, using the LGA national recommended job evaluation scheme for senior posts.

Appendix 1

The posts fall within the following ranges and incremental points:-

Chief Officer Role	£	£	£
Director	78,973	81,605	84,238
Head of Service HS3	68,443	71,076	73,708
Head of Service HS2	63,178	65,811	68,443
Head of Service HS1	57,913	60,546	63,178

An additional payment of £5,000 per year is payable to those undertaking the statutory Monitoring Officer and Section 151 roles.

- (b) There are no other additional elements of remuneration in respect of overtime, flexi-time, bank holiday working, stand-by payments, emergency call rota, etc, paid to these senior staff, as they are expected to undertake duties outside their contractual hours and working patterns without additional payment.
- (c) Other terms and conditions are as prescribed by the NJC for Local Authority Services apart from those terms agreed locally, as detailed in this policy.
- (d) The employment costs (salaries and on-costs) of the Directors/Assistant Directors are shared between Forest Heath District Council and St Edmundsbury Borough Council, which reduces the cost of employing the Leadership Team to each Council.
- (e) It is important to ensure that our Leadership Team salaries remain competitive and are set at a level that will continue to attract highly effective and experienced applicants for these roles in the challenging local government labour market. Market testing and data analysis on labour market rates for salaries are independently obtained from the LGA as required and as available in order to ensure salaries are competitive at this level.
- (f) Whilst recruitment to recent Assistant Director and Service Manager posts has been very successful and we have a strong employer brand, and have been able to appoint within the current pay bands, the salaries on offer have to reflect the shortage of potential applicants and the competition in attract the right calibre of candidates from the local labour market.

5.6 Additional Fees

- (a) The fees payable to the Returning Officer are set by statute for national elections, and are paid by central government. Fees are, also, payable to the Councils' Returning Officer for local elections. These fees are payable as required and can be made to any senior officer appointed to fulfil the statutory duties of this role. The Returning Officer is an officer of the Council who is appointed under the Representation of the People Act 1983. Whilst appointed by the

Council, the role of the Returning Officer is one which involves and incurs personal responsibility and accountability and is statutorily separate from his/her duties as an employee of the Council. As Returning Officer, he/she is paid a separate allowance for each election for which he/she is responsible.

6. Pay Structure

6.1 The pay structure for all contractual employees, except those staff in the senior posts detailed above, is established using NJC for Local Authorities Services National Pay Spine from spinal column point 9 (£15,375 per annum) to spinal column point 58 (£55,019 per annum). The lowest paid contractual employee will be paid at spinal point 9 (£7.97 per hour), at a full time equivalent basic pay rate of £15,375 per annum. This is within Grade A of the locally agreed pay structure, which ranges from Grade A to I. Casual staff, aged 25 and over, will be paid at the National Living Wage of £7.50 per hour. Under age 25 will be paid the national minimum wage of £7.05 per hour.

6.2 The detailed structure, as of 1 April 2017, is shown below:

Band Name	Min SCP	Max SCP	Min (£)	Max (£)	Span (£)	Span (increments)
A	9	11	15,375	15,807	432	2
B	11	15	15,807	17,072	1,265	4
C	15	22	17,072	20,661	3,589	7
D	21	27	20,138	24,174	4,036	6
E	27	33	24,174	29,323	5,149	6
F	35	41	30,785	36,379	5,594	6
G	41	47	36,379	41,967	5,588	6
H	47	53	41,967	48,636	6,669	6
I	53	58	48,636	55,019	6,383	5

6.4 All posts, other than the senior posts, are evaluated using the NJC Job Evaluation Scheme, which is recognised by employers and trades unions nationally. This Scheme allows for robust measurement against set criteria resulting in fair and objective evaluations and satisfies equal pay requirements.

6.5 All employees receive the national NJC cost of living award. In May 2016 the national pay award was agreed as part of a two-year pay deal for the period 1 April 2016 – 31 March 2018. The offer was 1% increase from 1 April 2016 and 1% from 1 April 2017.

6.6 Progression within the grade for all staff is subject to performance, which is assessed annually, in accordance with the performance review scheme, which came into effect in April 2014. The first performance assessment progression payments were effective from 1 October 2014.

6.7 There is no 'time served' progression at either Council.

7. Pay Protection

7.1 Pay protection is applied to employees who are placed in a grade, through restructuring or a re-evaluation of a post, where the maximum salary of that grade is lower than their current earnings, in accordance with the Organisational Change and Redundancy Policies current at the time. Pay is protected for one year. Employees' pay is frozen at this rate, (with no cost of living or incremental increase) for up to one year, or until the maximum of the new grade has caught up or overtaken the current earnings due to annual pay increases.

Note: Pay protection excludes market supplement pay, essential user travel allowance, overtime allowances: it applies to basic pay only. These items are not protected.

8. Allowances and Benefits in Kind

8.1 Allowances and benefits typically follow nationally agreed rates. However, there are a number of locally agreed allowances which are payable following the collective agreement. Some are subject to eligibility criteria, as follows:

- Essential car user allowance at nationally prescribed lump sum and HMRC mileage rates, and
- Access to a lease car or a lease car scheme, both under strict eligibility criteria and where favourable to the Council
- Casual user mileage allowance at HMRC rates.
- First Aid (an allowance paid to staff to act as First Aiders in the workplace).
- Reimbursement of one professional subscription fee if beneficial to the performance of the role.

9. Payments/Charges and Contributions

9.1 The new Local Government Pension Scheme (LGPS) was implemented with effect from 1 April 2014.

9.2 The new LGPS is a 'CARE' (career average revalued earnings) scheme rather than a Final Salary Pension Scheme.

- 9.3 All staff who are members of the Local Government Pension Scheme make individual contributions to the scheme in accordance with the following table:

Local Government Pension Scheme – contribution bands with effect from 1 April 2017 Band	Salary Range	Contribution rate
1	Up to -£13,700	5.5%
2	£13,701-£21,400	5.8%
3	£21,401-£34,700	6.5%
4	£34,701-£43,900	6.8%
5	£43,901-£61,300	8.5%
6	£61,301-£86,800	9.9%
7	£86,801-£102,200	10.5%
8	£102,201-£153,300	11.4%
9	£153,301 or more	12.5%

- 9.2 The Council makes employer’s contributions into the scheme, which are reviewed every three years by the actuary. The most recent actuarial variation has taken place, effective from April 2017. The new rates of employer contribution have increased and are 28.2% for St Edmundsbury and 29% for Forest Heath. This rate includes pension liabilities that have accrued over time, rather than on the current workforce only. There are, also, on occasions, lump sum payments made into the pension scheme, as agreed with the actuary, to ensure the Suffolk LGPS is funded adequately.
- 9.3 All West Suffolk councils staff, who park at work at the offices at West Suffolk House, Bury St Edmunds, pay car parking charges, currently 80p per day.

10. Multipliers

- 10.1 The idea of publishing the ratio of the pay of an organisation’s top earner to that of its median earner was recommended in order to support the principles of Fair Pay (The Hutton Review of Fair Pay in the Public Sector 2011), and transparency.
- 10.2 The single pay and reward strategy was based on modelling the joint workforce onto the new payline. In addition, the Chief Officers and staff are in shared, joint roles. The data, therefore, reflects the joint workforce and, as such, is the same for both Councils. The Councils current ratio in respect of the pay of the median earner compared to the pay of the highest earner is 5:1 ie the Chief Executive (top earner) earns 5 times as much as the Councils’ median earner (£23,932 per annum).

- 10.3 The median salary has slightly increased since last year, from £22,937 per annum to £23,932 per annum. This is attributed to the decrease in the number of Band A and B posts. The median salary for Local Government nationally (2014-15) was £25,520 per annum. It should be noted that the local government national figure is the most available data from the National LGA but is two years out of date compared with West Suffolk councils date which is as of 1 April 2017.
- 10.3 The multipliers are monitored each year within the Pay Policy Statement. The ratio has increased slightly (from 4.8:1) reflected by the change in the Chief Executive's salary following the December appraisal review resulting to an incremental move to the top of the grade.
- 10.4 The ratio of the Councils' current highest paid employee (April 2017) to the lowest paid employee is 7.8:1.

The Hutton Review recommended that the average pay ratio between the chief executive of most public sector organisations and the lowest paid member of staff is below 12:1. By comparison, the average estimated top-to-bottom pay ratio in FTSE 100 companies (which disclosed data) was 262:1 in 2011 (source One Society – most recent data available).

We, therefore, compare very favourably to these statistics, although Hutton warned against the difficulty of making direct comparisons between authorities.

- 10.5 These figures do not reflect the actual basic salary cost to each Council, as for example, the Chief Officers' salaries are shared between the two councils.

11. Discretionary Payments

The policy for the award of any discretionary payments is the same for all staff, regardless of their pay level, up to a maximum of 104 weeks the following arrangements apply:

- 11.1 'Redundancy payments under regulation 5 of the Local Government (Early Termination of Employment) (Discretionary Compensation) (England & Wales) Regulations 2006.'

As of 1 April 2015, this provides an overall lump sum of 1.5 times the statutory redundancy payment multiplier based on actual weeks pay. This is payable to employees made redundant with two or more years local government service regardless of their age.

- 11.2 Severance payments under regulation 6.

Severance payments with a value above £100,000 will be approved by Full Council, in accordance with guidance from the Secretary of

State under Section 40 of the Localism Act 2011. Contractual and pension entitlements are not included in this figure as part of a severance payment requiring such approval.

No severance payments are routinely made, but employees aged 55 and over, who are retiring early in the interests of efficiency, receive immediate payment of their pension benefits, with no additional years service or compensatory payments. This forms part of the rules of the LGPS and in accordance with the Pensions Discretions Policy. The capital cost of the early payment of pension benefits will be met by the Council, but all such early retirements are subject to the costs being met by savings within a three-year period.

- 11.3 Additional membership for revision purposes under regulation 12 of the Local Government Pension Scheme (Benefits, Membership & Contributions) Regulations 2007.

None awarded.

- 11.4 Additional pension under regulation 13 of same legislation.

None awarded.

12. Decision Making

- 12.1 Decisions on remuneration are made as follows:-

- (a) Senior pay bands local level approved by Full Council;
- (b) Pay structure for all other posts approved by Full Council;
- (c) Performance progression, in accordance with the locally agreed scheme, and as approved by officers under existing delegated powers.

13. Disclosure

- 13.1 This Pay Policy Statement will be published on the Council's website. In addition, numbers and details of posts paid above £50,000 are disclosed on the council's website in the annual Statement of Accounts and as part of the requirements of the Transparency Code.

For further information please contact:-

Karen Points
Assistant Director, Human Resources, Legal & Democratic Services
April 2017

Comparison Data

2015/16 (or most recent information available)	Ratio to median	Ratio to Lowest paid employee
Ipswich	4.7:1	6.7:1
West Suffolk	5:1	7.8:1
East Suffolk (Suffolk Coastal & Waveney)	5.9:1	10.3:1 (not updated)
Suffolk County Council	6.8:1	10.4:1
Breckland	Not published	Not published
East Cambs	Not published	8.6:1 (average)

Cabinet



Forest Heath
District Council

Title of Report:	Draft West Suffolk Annual Report 2016/2017	
Report No:	CAB/FH/17/035	
Report to and date:	Cabinet	20 June 2017
Portfolio holder:	Councillor James Waters Leader of the Council Tel: 07771 621038 Email: james.waters@forest-heath.gov.uk	
Lead officer:	Davina Howes Assistant Director (Families and Communities) Tel: 01284 757070 Email: davina.howes@westsuffolk.gov.uk	
Purpose of report:	The draft West Suffolk Annual Report highlights the key activities and developments that have been achieved over the financial year 2016-17, with regard to the priorities set out in the West Suffolk Strategic Plan.	
Recommendation:	It is <u>RECOMMENDED</u> that, the draft West Suffolk Annual Report 2016/17, as set out in Appendix A to Report No: CAB/FH/17/035, be approved.	
Key Decision: <i>(Check the appropriate box and delete all those that do not apply.)</i>	<i>Is this a Key Decision and, if so, under which definition?</i> Yes, it is a Key Decision - <input type="checkbox"/> No, it is not a Key Decision - <input checked="" type="checkbox"/>	
<i>The key decision 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>		
Consultation:	<ul style="list-style-type: none"> The draft Annual Report summarises progress in achieving the priorities set out in the West Suffolk Strategic Plan which was informed by feedback from residents, business and stakeholders. 	

Alternative option(s):		<ul style="list-style-type: none"> It is good practice for councils to report on progress against their priorities in this way and ensures transparency on how they spend public money. Forest Heath and St Edmundsbury could report separately on their work to achieve their priorities. However, this would not reflect some of the excellent work which has been delivered jointly across the whole of West Suffolk. Also, it would not show the continued joint working between Forest Heath and St Edmundsbury. 	
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 checked="" type="checkbox"/> No <input type="checkbox"/> <ul style="list-style-type: none"> The draft Annual Report covers evidence to support the achievement of the equality objectives from the Strategic Plan. 	
Risk/opportunity assessment:		None	
Risk area	Inherent level of risk (before controls)	Controls	Residual risk (after controls)
Misunderstanding of the role of the report (i.e. it can only give highlights of W Suffolk's activities, not every action taken).	very low	Develop a communications plan to clearly explain the role of the report	Negligible
Ward(s) affected:		All wards	
Background papers: <i>(all background papers are to be published on the website and a link included)</i>		West Suffolk Strategic Plan 2014-2016	
Documents attached:		Appendix A: Draft West Suffolk Annual Report 2016-17	

1. Key issues and reasons for recommendation(s)

1.1 Draft West Suffolk Annual Report 2016-17

- 1.1.1 The draft West Suffolk Annual Report highlights the key activities and developments that have been achieved over the financial year 2016-17, with regard to the priorities set out in the West Suffolk Strategic Plan.
- 1.1.2 The Overview and Scrutiny Committee will consider the draft West Suffolk Annual Report on Tuesday 6 June. This meeting is the day before the Cabinet papers are issued for consideration at the Cabinet meeting on 20 June, which may not allow time for additional information to be sought and the necessary amendments made. Therefore, any amendments recommended by Overview and Scrutiny Committee will be reported at the Cabinet meeting on 20 June.
- 1.1.3 We are taking a slightly different approach to this year's annual report and have agreed that we should review the format of the report and take a more modern approach that is less resource intensive. Rather than the traditional type-set document, a webpage is being created on which we will present information about the councils' performance in different formats – the Draft Annual Report 2016/17 (presented as a table of key achievements) and case studies. Our hope is that the new format is more engaging and will provide the opportunity to provide updates on our achievements throughout the year. Once approved, the link to the annual report will be shared with partners and stakeholders such as parish councils.
- 1.1.4 The draft report also contains a number of case studies and examples from West Suffolk to illustrate the achievements described. These have been carefully drawn from a range of localities, urban vs rural locations, and service areas, in order to demonstrate the range of activities undertaken by the councils. In some cases, initiatives were only focused on one specific area, however, so examples are necessarily drawn from these localities.

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Draft West Suffolk Annual Report 2016/17

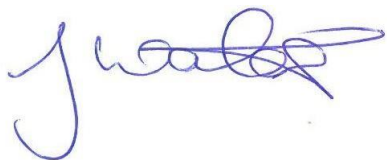
We have a real success story contained in the pages of this annual report. The words on these pages represent real deeds and achievements that directly benefit not only current residents but our future communities and businesses.

There is no doubt that by working together we have seen a step change in how we are delivering services and working with our individual communities. With joint working now as second nature to us, we have been able to give extra focus to the issues that really matter to our residents and businesses. We are now more commercially minded, strategically managing growth and tackling the challenge of providing much needed homes to meet the needs of our communities while delivering high quality services.

But we and our communities have challenges ahead that we must face. We now need to build on these successes and that of sharing services. They give us a golden opportunity to use this stability to look at the next step of our relationship together going forward to reach our ambitions and meet the challenges we face now and in the future, for example, against a backdrop of reducing public finances, we need to find new ways to remain financially resilient, while still improving the quality of the services we provide to an expanding and increasingly ageing population.

To remain democratically accountable to our communities and small enough to work with them on initiatives tailored for our residents in village or town, urban or rural. But large enough to have a strong unified voice to drive strategic change and growth to further bring prosperity and jobs to our area. We are an attractive area to live in and for developers and business to invest in - uniquely positioned with good networks and are an internationally renowned area with a range of industries from racing to agriculture to high-tech.

Now we need to build on those successes outlined in this report and look what that next chapter is for the West Suffolk story.



Councillor James Waters
Leader
Forest Heath District Council



Councillor John Griffiths
Leader
St Edmundsbury Borough Council

Introduction

You will notice that we are presenting this year's annual report in a slightly different way. We wanted to create a document that would be easy to use, a quick reference tool for our highlights from the year and easy to update so we can tell you more about what we're doing, and how projects are progressing, after this report is published.

The information in this document will be supported by case studies all available on the following webpage:

www.westsuffolk.gov.uk

The vision and priorities that we are working towards are set out in the West Suffolk Strategic Plan at:

www.westsuffolk.gov.uk/strategicplan

The rest of this document describes our achievements in detail, but some of the highlights of 2016/17 are shown below:

- Development of the **Suffolk Business Park and Eastern Relief Road**, a key growth site for Bury St Edmunds, which will help us realise our ambitions for bringing jobs, housing, education and leisure facilities to West Suffolk.
- Working with partners to develop the business case and for alternative uses and preparing an initial masterplan for the **RAF Mildenhall** site.
- Working with schools, colleges and businesses to better understand the **skills young people need for the future**.
- **Building capacity and resilience in local communities** to prevent local issues becoming a significant problem.
- Supporting projects and initiatives across West Suffolk through **community chest and locality budget funding** that will improve the local areas and facilities for residents.
- Working with partners to **reduce the number of empty homes** across West Suffolk and **investing in temporary accommodation** to help ensure individuals and families can be homed appropriately.
- Embarking on a joint venture with Suffolk County Council to set-up **Barley Homes** which will see the development of houses for sale and private rent on a commercial basis, **while also delivering much needed affordable housing**.
- Generating additional income through Forest Heath District Council's purchase of **Toggam Solar Farm**, which is part of our long-term investment strategy.
- Taking a collaborative approach to deliver a **shared legal service** between four councils (Babergh, Forest Heath, Mid Suffolk and St Edmundsbury) to provide a fit for purpose legal service that provides value for money.

Priority 1 – Increased opportunities for economic growth

What we want to see:

- Beneficial growth that enhances prosperity and quality of life
- Existing businesses that are thriving and new businesses brought to the area
- People with the educational attainment and skills needed to support business growth
- Vibrant, attractive and clean high streets, village centres and markets

Why was this a priority for 2016/17?

Our first priority of economic growth underpins everything we do across West Suffolk. A thriving and diverse local economy helps support wider improvements in the quality of life for our residents. High levels of business and employment growth in a broad range of economic sectors can both support improvements to the quality of life of our residents and offer larger scale benefits for our communities.

This section of the annual report sets out our key achievements this year and it shows that we have continued our commitment to ensure that the infrastructure, homes, skills and opportunities exist to enable the economic growth for our communities. In this section we highlight our activities under the headings:

- Creating the right conditions for growth
- Skills and education
- Supporting our markets
- Creating prosperous places to live in, work in and visit
- Modernising our approach to regulation

Creating the right conditions for growth

Setting the framework for future growth

- West Suffolk councils have been working together with partners to plan for where future business, housing and infrastructure growth should be located. This includes:
 - Working with our two Local Enterprise Partnerships (LEPs) on the reviews of their Strategic Economic Plans; and
 - Developing with partners across Suffolk a Strategic Planning and Infrastructure Framework (SPIF), that builds on the effective relationships that were forged during the work on Norfolk

	<p>and Suffolk devolution.</p> <ul style="list-style-type: none"> • Preparing the Forest Heath Local Plan. This is covered more fully in the housing section of this document, but is integral to our growth ambitions.
Campaigning for the right infrastructure	<ul style="list-style-type: none"> • We have continued to campaign for fast, reliable and safe transport connections to and from West Suffolk, for example through lobbying for more regular east-west rail services in East Anglia, the dualling of the A1307 between Cambridge and Haverhill, and investment in key trunk road junctions. • A14 junctions 37, 43, 44, and the A11 at Fiveways have all been included in Suffolk County Council's submission to Highways England for Road Investment Strategy 2 funding. Funding of £400,000 from the Department of Transport has recently been announced to install traffic signals on all or some of the approaches to the A11 Fiveways junction and address safety concerns on the A11 immediately to the south of Fiveways.
Suffolk Business Park and the Eastern Relief Road	<ul style="list-style-type: none"> • One of our key economic growth sites is to the east of Bury St Edmunds. The first part of the Bury St Edmunds Eastern Relief Road opened in November 2016. It means we are closer to realising our ambition of bringing new jobs and housing to the area while a new school and leisure facilities have already opened. • The 350 metre stretch of road is part of a £15 million scheme and jointly funded by the New Anglia Local Enterprise Partnership, via its Growth Deal with Government, Suffolk County Council and St Edmundsbury Borough Council. It has provided access to the new Sybil Andrews Academy and Skyliner Sports Centre run by our partner Abbeycroft Leisure, and has opened up part of the Suffolk Business Park site. Once completed the road will enable the delivery of 500 homes and unlock the rest of the Suffolk Business Park site which will then be used to create thousands of jobs and generate income for the local economy. • We are pleased to report that a business has already signed up to relocate to the business park. • It is anticipated that the road will be completed by autumn 2017.
RAF Mildenhall and RAF Lakenheath	<ul style="list-style-type: none"> • RAF Lakenheath and RAF Mildenhall airbases are home to personnel from the United States Visiting Forces (USVF). While both bases are within the Forest Heath district, the economic impact of approximately 8800 US personnel, staff and 1100 UK civilians employed by the airbases goes far wider into Suffolk, Cambridgeshire and Norfolk. Over the next six years we will see substantial changes at both airbases with the withdrawal of all USVF operations from RAF

	<p>Mildenhall and the deployment of F-35A aircraft at RAF Lakenheath.</p> <ul style="list-style-type: none"> • The USVF is investing a minimum of \$285million in infrastructure construction at RAF Lakenheath to support the deployment of the F-35A by 2021. Other developments on the site such as a new school and hospital, power upgrade and road improvements could bring the total investment to \$1billion. • In November 2016 the Ministry of Defence (MoD), which owns the RAF Mildenhall airbase, confirmed that the 440 hectare airbase will not be required for a British military purpose and so will be released for redevelopment after the USVF depart in 2023. We believe that the release of the RAF Mildenhall site is a once in-a-lifetime opportunity to shape the future of Mildenhall and the surrounding area. We are therefore working with the MOD to deliver a vision that attracts new businesses, creates employment and delivers appropriate housing. • Building on feedback from engagement sessions with local communities and businesses, Forest Heath used One Public Estate funding to commission a study of the potential future uses of the RAF Mildenhall site and to develop a Prospectus outlining a new vision for its future. • In November 2016 Forest Heath approved the Prospectus with an ambition to create: <ul style="list-style-type: none"> ○ 2000 jobs ○ 2000 homes ○ £70-100 million Gross Value Added • Forest Heath and local partners (Local Enterprise Partnerships, Suffolk County Council and Suffolk Chamber of Commerce in Newmarket and District) will work with the MoD and the Homes and Communities Agency to drive the vision forward by developing the business case for future uses and preparing an initial masterplan for the site during 2017/18. The masterplan will be used to identify key infrastructure requirements and to bid for up-front investment to unlock the site for development. • We have information regarding the USVF changes at RAF Mildenhall and RAF Lakenheath which is available here: http://www.westsuffolk.gov.uk/Business/RAF_Lakenheath_and_Mildenhall/index.cfm
<p>Enterprise zones</p>	<ul style="list-style-type: none"> • The Government’s Enterprise Zone programme includes two sites in West Suffolk: Haverhill Research Park and 14 hectares of land at Suffolk Park (which is part of Suffolk Business Park), Bury St Edmunds. Enterprise Zones help to grow the local economy by offering benefits to businesses such as a potential business rates discount. • West Suffolk councils are currently undertaking a Planning Improvement Plan (PIP), more of which is included later within this annual report. The PIP aims to minimise delay in the planning

	<p>process and will assist applications for the Enterprise Zones.</p> <ul style="list-style-type: none"> • We have been working with Local Enterprise Partnerships and developers to finalise the individual development plans for each site and to consider the support needed to bring forward the Enterprise Zones. • Haverhill Research Park is now also actively being marketed as part of the Greater Cambridge Greater Peterborough's 'Cambridge Compass' Enterprise Zone. Similarly, Suffolk Park is being marketed by New Anglia within its 'Space to Innovate' Enterprise Zone. We will be able to update on this later in 2017.
<p>Investing in our commercial property</p>	<ul style="list-style-type: none"> • In August 2016 a new factory extension at Omar Group opened on a site rented from Forest Heath District Council in London Road, Brandon. The district council invested £500,000 in the extension, which will result not only in increased rents to the council, but also in an increase in production capacity of 50%, and an increase in workforce of 80 people. Forest Heath invested in 10 new light industrial units small business units at Sam Alper Court in Newmarket. The site is adjacent to six existing industrial properties owned by Forest Heath and the new units are built on the site of a demolished factory unit. The project budget was £1.85 million. Pentaco, the main contractor, took possession of the site in December 2015 and the site was completed in December 2016. • The units have underfloor heating supplied by air-source heat pumps. Solar panels are fitted on each unit which will benefit occupiers and generate additional income for the Council. • Eight out of ten units are already occupied by new tenants and the remaining two are due to be let shortly. The total rental income is £97,000 each year compared to £84,000 in the business case. • The new tenants include a number of local firms ranging from a cleaning company to a roofing business.
<p>Small business grants</p>	<ul style="list-style-type: none"> • The small business grants scheme enables new businesses or those still within their first year (subject to criteria) to apply for a grant of up to £1500. • In 2016/17, 8 grants totalling £12,000 have been awarded across West Suffolk. We have supported a wide variety of businesses including a bakery in Bury St Edmunds, a pre-loved children's clothes business in West Row and a commercial photographer in Tuddenham.
<p>West Suffolk Greener</p>	<ul style="list-style-type: none"> • In early 2017 the scheme received its 100th grant application. Since its launch in 2011, the grant has supported organisations to reduce their energy expenditure in a wide variety of ways, with

Business Grant	<p>LED lighting upgrades being the most popular measure.</p> <ul style="list-style-type: none"> To date, the grant has assisted these organisations to make annual savings of £83,763.
Solar for businesses	<ul style="list-style-type: none"> This service, launched in June 2015, installs solar panels on local businesses, reducing electricity bills and supplying the electricity grid with energy from renewable sources. During 2016/17 we have continued to build on the success of this scheme by increasing the number of buildings benefiting from council-owned solar panel installations to 27, with a further 10 likely to be installed later in 2017. Host businesses receive discounted electricity, usually around 30% cheaper than the existing grid tariff. This is projected to save the host business around £15,500 in one year and £315,000 over the life of the 20 year project. To date, £711,684 has been invested into the scheme generating an annual income of £75,000. In 2016/17, £92,915 was invested into the scheme.
Business events and inward investment	<ul style="list-style-type: none"> In October this year, West Suffolk councils jointly held the sixth business festival with partners. It was attended by 2000 people who came to events across West Suffolk over 10 days. The event started with the annual Menta Trade Fair with over 100 exhibitors, free training and business funding advice. A total of 24 events were hosted by a range of our partner organisations and the event concluded with the Bury Free Press Business Awards. Businesses from across West Suffolk were invited to attend a Hong Kong Trade Event, a free seminar held in Bury St Edmunds. The aim of the seminar was to boost trade between local firms with Hong Kong and Asia. The seminar in May 2016 followed on from an event held the previous year in partnership with the Hong Kong Trade Development Council. Suffolk companies have already shown huge interest in opportunities in Hong Kong and China and the seminar provided an opportunity to develop that interest, to network and gain insights into how to do business with Asia.

Skills and education	
Local skills and education needs	<ul style="list-style-type: none"> Two skills surveys for businesses and young people were launched in December 2016. The aim of the business survey was to find out what skills and attributes West Suffolk firms need from their future employees. The young people’s survey, run in partnership with West Suffolk College, aimed to find out about young people’s future job aspirations and their views on the skills and

	<p>training they need. The survey closed at the end of March 2017 and results will be used to identify where action is needed in the future.</p> <ul style="list-style-type: none"> • In this context, we recognise that recruitment in West Suffolk is challenging at the moment. We live in an area of relatively full employment and there is a strong pull from Cambridge within the local jobs market. This makes the need to grow our own talent through apprenticeships and other training schemes even more important. • Through this work we are contributing towards one of our 2014-16 equality objectives to ensure West Suffolk has 'people with the educational attainment and skills needed in our local economy'.
<p>Developing our staff</p>	<ul style="list-style-type: none"> • We currently have 18 apprentices in post, working for West Suffolk councils and 12 existing members of staff working towards apprenticeship qualifications. The subjects undertaken range from business administration and finance to arboriculture and mechanical engineering. • West Suffolk also led an initiative to address the national shortfall of planning officers which has been felt in Suffolk. This saw West Suffolk councils work with neighbouring local authorities to take on 10 planning apprentices working across the county. West Suffolk recruited three of those 10. All 10 were recruited with the view to retaining their employment within the public sector and developing their careers. • In the last five years we have employed 54 apprentices, of which 35 have stayed with us in either permanent or temporary jobs. Of our current workforce, 5% started their careers as an apprentice.

<p>Supporting our markets</p>	
<p>- Local markets - Developing our markets - Christmas markets</p>	<ul style="list-style-type: none"> • Our commitment to develop the regular markets and introduce special events and additional markets has continued this year. We recognise the importance of a thriving market to local residents but it is also a good way to provide employment and opportunities to new businesses, as well as increasing footfall in our towns by attracting visitors, boosting the local economy. • Bury St Edmunds Christmas fayre attracted its highest visitor numbers so far with 125,000 people visiting over the four days of the fayre. • We have increased the number of speciality markets. During the school summer holidays we held six community markets every Tuesday in Newmarket, while special events hosted on the market square in Haverhill included a crafts and gifts market, a motor show, beer festival and a young

	<p>people’s market. Special events were also organised as part of the Mildenhall Christmas market.</p> <ul style="list-style-type: none"> • Further highlights from this year can be found in the attached case study. • We are also working with a group of businesses and individuals in Clare who have asked St Edmundsbury to consider the possibility of reinstating the town market. The market closed back in the 1990s. A drop-in event was held in the town to ask residents and businesses leaders for their views. We will update you as this initiative progresses.
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Creating prosperous places to live in, work in and visit

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<p>Bury St Edmunds Town Centre Masterplan</p>	<ul style="list-style-type: none"> • We want to ensure that Bury St Edmunds town centre remains a vibrant and interesting place for residents, employees and visitors. In this year, we have begun the process of creating a masterplan for the area in order to address this challenge. The aim of the masterplan is to attract investment, set the guidelines for the future growth and development of Bury St Edmunds town centre and to provide a framework against which individual development proposals can be assessed when they come forward. The masterplan is also about recognising that growth in Bury St Edmunds and the wider area is happening and the need to look at how we accommodate that, as well as changes in technology and changes in shopping patterns. • With Peter Brett Associates and David Lock Associates, we are exploring how the masterplan can address a number of town centre issues such as traffic management (including parking), heritage conservation and accessibility for all users. • This work is being led by a working group of partners including the Business Improvement District, Suffolk Chamber of Commerce in Bury St Edmunds, Bury market traders, the Bury Society, the Bury Town Trust, Bury Town Council, St Edmundsbury Borough Council and Suffolk County Council. • We recognise that co-producing the masterplan with our partners, local people and visitors will help to ensure that we can best shape town centre growth so that it works for people. • Public engagement on an issues and options report during the spring gave residents, town centre workers, shoppers and visitors the opportunity to give their views on the challenges and opportunities for the town centre both now and as we look to the next decade and beyond. • We are now collating the results of this engagement exercise and preparing a draft masterplan which will go back out to public consultation in the summer.
<p>Haverhill Masterplan</p>	<ul style="list-style-type: none"> • Working with the ONE Haverhill partnership, St Edmundsbury developed a masterplan for Haverhill town centre which was adopted in September 2015.

	<ul style="list-style-type: none"> • The masterplan is being progressed through five workstreams: <ul style="list-style-type: none"> ○ <i>Workstream 1: Highways and movement</i> – including delivery of highway improvements ○ <i>Workstream 2: Marketing</i> – such as advertising Haverhill and specific sites ○ <i>Workstream 3: Site assembly</i> – gaining control of sites, investing and influencing to bring sites forward ○ <i>Workstream 4: Development briefs</i> – creating briefs from a planning perspective ○ <i>Workstream 5: Place management</i> – for example, the town centre work delivered by the town and borough councils • Some of the projects currently being realised through the delivery of the masterplan include: • Camps Road Recreation Ground (an example of workstream 1) – Work started in February 2017 to upgrade the existing footpath network across the Recreation Ground. This includes widening three existing footpaths to three metres wide to enable pedestrians and cyclists to jointly use it safely. • Jubilee Walk mixed development project (an example of workstream 4) – Within the town centre one of the key sites, Jubilee Walk, has been severely constrained by lease arrangements giving control over existing parking to a single retailer. Although the retailer had vacated the premises, which stood empty, the lease prevented the borough council from implementing any alternative development proposals. The council has since negotiated the surrender of that restrictive lease and has subsequently let the vacant retail unit on new terms. This achieves both an active retail frontage in a key location and unlocks the Jubilee Walk site for redevelopment in accordance with the masterplan. • Town Council handyman (an example of workstream 5) - The Town Council has employed a handyman on a permanent contract, working 22 hours a week. The handyman’s role is to address some of the ‘tidy up’ issues in and around the town that were original identified by The ONE Haverhill Partnership through the masterplan consultation. Work to date has included weeding, washing traffic island bollards and reporting broken ones, cutting verges, cleaning bus stops, painting railings, fixing signs, litter picks and liaising with residents to trim overgrown hedges.
<p>Newmarket Business Improvement District (BID)</p>	<ul style="list-style-type: none"> • At the time of writing last year, Newmarket businesses had just voted to set up a BID for the town. The BID has now employed a manager and they are busy working to deliver events in 2017. • The BID is also setting up town centre Wi-Fi to provide free internet access to residents and visitors to the town centre and has employed two rangers who provide support to residents and

	<p>visitors, sign-post to services and report any problems around the town.</p>
<p>Bury St Edmunds Business Improvement District (BID)</p>	<ul style="list-style-type: none"> • Bury St Edmunds BID (ourburystedmunds) has continued to be the voice of businesses in Bury St Edmunds town centre with St Edmundsbury Borough Council a member of its Board. In 2016/17 the BID organised a number of events including the Whitsun Fayre, Independents Week (as mentioned in the markets case study), the Food and Drink Festival, the Festival of Sport and the Christmas Lights Switch On. These events were highly successful and served to raise the profile of the town and increase footfall to the area and local businesses. • More information about the BID is available at: http://www.ourburystedmunds.com/index.php
<p>Street scene</p>	<ul style="list-style-type: none"> • We take pride in our local area and know that living, working and visiting an attractive place can enhance wellbeing and improve the overall impression of an area. Alongside our local communities, and invaluable support from volunteers, we work hard to ensure that our localities remain vibrant, clean and safe. Some highlights include: • Continuing to promote the highly successful Love Where You Live campaign and the webpage: www.westsuffolk.gov.uk/lwyl, which provides a wealth of information for people who want to set up groups or individual litter picks. Information is provided on equipment that's available, how to ensure litter is collected at the end of the pick, risk assessment information and tips for ensuring the litter pick is carried out safely. • In 2016/17, approximately 600 people have taken part in litter picks across West Suffolk, collecting 460 bags between them. A further 124 people undertake litter picks on an 'ad-hoc' basis. • We supported national events such as Keep Britain Tidy, Keep Clean for the Queen in summer 2016 and the Great British Spring Clean in March 2017. • Through the Suffolk Waste Partnership we are part of the Suffolk Fly-Tipping Action Group (STAG). We contribute to enforcement events, work with Vehicle and Operator Services Agency, the Environment Agency and police. • We successfully investigated and prosecuted an incident of fly-tipping on Forestry Commission land, successfully claiming back our full costs. We continue to raise awareness of the issue and the possibility of prosecution to discourage others from fly-tipping. • We proactively supported Bury in Bloom after the organisers of the competition gave feedback that they wanted to see more community engagement. As a result we sponsored a leaflet to 20,000 homes to encourage people to get involved with Bury in Bloom and to take more

	<p>ownership and pride in their local area. Bury St Edmunds was successful in its category, more of which can be found in this report later.</p> <ul style="list-style-type: none"> • In April 2016 we successfully moved to a new garden waste subscription scheme which achieved sign-up of just under 40% by residents across West Suffolk. Due to changes in funding at the county level we needed to make the service self-financing. The result was to run a new scheme where residents are charged £40 for collection of their garden waste throughout the year, with residents who do not wish to sign up encouraged instead to either home compost, take their garden waste to the Household Waste Recycling Centre or to share a bin with neighbours. Indications are that the vast majority of residents are disposing of their garden waste by these methods. • In February 2017 we introduced another payment method making it easier for customers to sign-up. Customers can now order and pay for their garden waste collection by Direct Debit on line. Early indications show that customers are eager to use this option with over 6,860 customers signed up since going live. • With Suffolk Waste Partnership Recycling we took part in a campaign in November 2016 aimed at reducing contamination in blue bins such as food waste, glass, nappies, textiles and electricals. A leaflet was sent to all households across Suffolk and backed up by a social media campaign. The 'Get your recycling right' Youtube video had 52,000 views across Suffolk.
<p>Public Spaces Protection Orders (PSPOs)</p>	<ul style="list-style-type: none"> • The Anti-Social Behaviour, Crime and Policing Act 2014 introduced a number of changes to the ways that councils and the police can deal with local anti-social behaviour issues. Among the changes is the replacement of the Designated Public Place Orders, Gating Orders, and Dog Control Orders with Public Spaces Protection Orders (PSPOs). • A PSPO can be used to regulate activities in public places that have a detrimental effect on the local community. They can help by giving local councils and police additional powers to tackle anti-social behaviour in specific locations. • West Suffolk councils have consulted on new offences under the PSPO in relation to dog walkers/ owners. This would mean introducing a heavier fixed penalty for those who fail to pick up after their dog and excluding dogs from certain areas, such as children's play areas and fenced off football pitches. • The aim remains to work with communities to reduce incidents of dog fouling and to target specific problem areas.

Bury St Edmunds Destination Management Organisation	<ul style="list-style-type: none">• St Edmundsbury Borough Council is supporting the establishment and operation of a Destination Management Organisation (DMO) in a number of ways including funding. This year the DMO was set-up as a company with board members meeting with local stakeholders who have all expressed an interest in this initiative. It is envisaged that the DMO will become a more active presence in Bury St Edmunds and the surrounding area in the year to come. The DMO will provide long-term strategic direction for tourism in Bury St Edmunds and the surrounding area.• Outcomes from the DMO include creating economic growth across the tourism sector, ensuring a co-ordinated approach to marketing the tourism assets, retaining tourism business and creating a catalyst for other initiatives and events. The main focus will be to increase the value of tourism to the area by encouraging overnight stays and longer visits.
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Modernising our approach to regulation	
<p>The environmental health service has adopted new ways of working with local businesses and communities that aim to modernise our approach to regulation. Highlights from this year include:</p>	<ul style="list-style-type: none"> • Suffolk Eat Out Eat Well Awards: This scheme recognises the efforts of eligible food businesses to actively promote healthier food choices to their customers as part of their business and menus. West Suffolk has been at the forefront of the scheme which you can learn more about in the attached case study. • Participation in Crucial Crew: Environmental Health took part to promote good food hygiene to year six pupils, including focus on handwashing practices. Throughout 2016/17 we reached nearly 1500 pupils from local schools across West Suffolk. • Simple Cautions: Three Simple Cautions were issued to businesses during the year, two for food hygiene matters and one for health and safety matters. A simple caution is where a person admits to the alleged offence but is not formally prosecuted for the offences. • Use of new technology: Towards the end of 2016, inspectors began using mobile tablet technology during routine food hygiene inspections. In the future this will lead to an improved quality of reports, improved database information and administrative efficiencies. • Bury St Edmunds Christmas Fayre: Our team carried out food hygiene enforcement activities at the fayre and provided advice to businesses. No significant food hygiene issues occurred during the event.

Priority 2 – resilient families and communities that are healthy and active

We want to see:

- A thriving voluntary sector and active communities who take the initiative to help the most vulnerable
- People playing a greater role in determining the future of their communities
- Improved wellbeing, physical and mental health
- Accessible countryside and green spaces

Why was this a priority for 2016/17?

We are actively supporting families and communities to create better links, become more self-sufficient and sustainable and able to deal with the changing landscape in terms of, for example, the ageing population and reduced funding in public services. Our approach is to help prevent problems from developing or even better still, to stop them from happening in the first place. We do this by creating connections throughout our communities, providing assistance through grant funding and working with our partners to provide a holistic approach to empowering communities. This section covers our activities under the headings:

- Making connections in the community
- Community funding
- Parks and green spaces
- Arts, heritage and leisure
- Improved health and wellbeing
- Communicating with our residents

Making connections in the community

In line with our Families and Communities strategy, the councils work with local communities to identify and implement initiatives in local areas that help to build community capacity and resilience, as well as improving outcomes for local residents. By building on the strengths of individuals, families and communities, our aim is to support communities in caring for themselves, rather than requiring costly public service interventions. Much of the work detailed in this section contributes to our equality objective to ensure we have 'a thriving voluntary sector who take the initiative to help the most vulnerable'.

Social Prescribing

- This pilot is an innovative new approach where individuals are referred for non-clinical support

<p>Pilot in Haverhill – Life Links</p>	<p>to promote wellbeing and resilience, becoming less reliant on primary and statutory services but increasing their use and knowledge of the voluntary and community sector as a means of support. A case study providing further details is attached.</p>
<p>Brandon Day Centre</p>	<ul style="list-style-type: none"> • In August 2016, we were made aware that the Brandon Day Centre would be closing down as the provider at the time had decided to withdraw services. • The centre was supported by Brandon Community Association (BCA) and residents of the town. It had become an important part of the lives of service users and their families. It provided service users with a safe environment to see friends, enjoy some entertainment and have a meal while it also provided respite and support to families and carers. • In partnership with Suffolk County Council, Forest Heath District Council worked hard to ensure that the day centre should remain open. We formed a steering group which included representatives from BCA, Brandon Town Council and councillors from Suffolk County Council and Forest Heath. • A new provider was found by Suffolk County Council and their approach was focused on delivering services in a sustainable way and becoming part of the local community. • The new provider became a member of the steering group which meant they had the benefit of key information and could make important links and contacts across the town. • There have been positive steps since the new provider took over the day centre in January 2017 with user numbers increasing. Funds are also being raised for a new minibus which will be supported by locality budget money from Forest Heath councillors and funding streams recommended by the two councils. • This is an excellent example of a service being saved through the passion and commitment of the local community, with support from the district and county councils.
<p>The Shed, West Row</p>	<ul style="list-style-type: none"> • A piece of land in West Row was identified as having potential for a community garden. A team of community volunteers were formed known as 'The Shed' with the main aim of: <ul style="list-style-type: none"> - leasing the land from Suffolk County Council; - renovating buildings and the area into a community facility; and - providing a place for communities to enjoy. • Together with Community Action Suffolk, we became involved with championing the project, assisting with the legalities of transferring the land and assisting with sources of funding for the future. • We are pleased to report that the lease was secured in late 2016 and work has since begun on

	<p>the area, with volunteers clearing a large piece of the land and uncovering a number of outbuildings.</p> <ul style="list-style-type: none"> • We will report on work as it progresses over the next few months. The main aim will be to provide a multi-use area including toilet facilities, kitchen, tea room, outbuildings, community gardens, sensory gardens, arts and crafts, wildlife areas and conservation. • This project has already provided a valuable opportunity for people in the community to work alongside skilled tradespeople.
<p>Newmarket history and connections</p>	<ul style="list-style-type: none"> • This public engagement project involved people living in and around Newmarket to reveal personal histories, stories and legacies of the area and share them with the rest of the community to encourage a sense of belonging and a celebration of the town. • We worked with Spinning Wheel Theatre Company who delivered the project and they created opportunities to encourage participation. • Almost 1200 people took part in the project including 73 children listening to and creating stories and three primary schools were involved in workshops focusing on creating stories and building a family portrait. • This has been a successful and well received project and outcomes have included residents of Newmarket participating in shared activities and creating a sense of common vision for the local area.
<p>Community facilities in Lackford</p>	<ul style="list-style-type: none"> • Lackford village is made of up over 100 homes, however, there was no community facility to host the variety of activities, groups and clubs that take place there. • The Parish Council Committee decided to form a working group and fundraise to transform the Church Bell Tower and old boiler room into a community hub. • Over a four year period, the residents of Lackford have raised significant funds towards this much needed project. • In 2016/17, St Edmundsbury Borough Council has supported the project with funding from the Rural Initiatives Grants Scheme and from a ward member Locality Budgets, while the Council has also provided advice and contacts. • This is an excellent example of a community working together, taking ownership of a problem and finding a solution. The building work has commenced and in future we will report on how this progresses and how the facility is used.
<p>St Mary's Church,</p>	<ul style="list-style-type: none"> • As well as religious purposes, this church is used for a number of clubs and activities. The

<p>Haverhill</p>	<p>church wanted to be able to extend the activities available for a summer children’s club and the weekly mother and toddler group.</p> <ul style="list-style-type: none"> • St Edmundsbury was able to provide advice on the equipment that would be required and licensing for showing films in the community. • New equipment was purchased, with the help of Locality Budget funding, which will provide a new facility for use in the community.
<p>Bury St Edmunds town centre masterplan – Community co-production</p>	<ul style="list-style-type: none"> • A section on the Bury St Edmunds town centre masterplan has been included in the economic growth section of this document. There is, however, a community co-production element to this work. • At a very early stage it was decided that the masterplan would be co-produced with the people who live in, work in and visit the town centre. As the population grows we understand that the town centre needs to meet the needs of everyone who uses it. • We arranged for a meeting of the Bury Assembly of Associations (formed of all the residents’ associations working across the town) and an Accessibility Group consisting of ten organisations that support and/or advocate people with additional needs. The discussions and feedback from these meetings was shared with the consultants appointed to the project, and this then helped form the Issues and Options report. The report sets out an analysis of the initial issues and options for Bury St Edmunds town centre. It represents a key stage in the production of the masterplan for the town centre and was subject to a public engagement exercise where we went out to the market, the supermarkets, the leisure centre and The Apex, all with a view of encouraging people to have their say. • The results of this are now being analysed and will be used to inform the draft masterplan which will then be subject to further public engagement in the summer. Updates will be available as this work progresses.
<p>Haverhill Youth survey</p>	<ul style="list-style-type: none"> • The Youth Action Group for Haverhill, which is led by the Town Council, wanted to conduct a survey of young people specifically asking about cultural activities that young people want to take part in. • Suffolk County Council was already involved in a schools project and we were able to use that engagement to feed into the Haverhill Youth Survey. • The collaboration resulted in young people from Samuel Ward Academy developing the questionnaire and the partnership between the three councils ensured the survey was widely advertised.

	<ul style="list-style-type: none"> We gained some excellent feedback from the survey and some key points have already been actioned. One example related to feedback as to why young people were not attending sessions as frequently as had been hoped at the leisure centre. That feedback led to new furniture and charging sockets for IT devices being installed in a 'chill out' area of the leisure centre. The Apex are now working with the Town Council on a variety of projects including film workshops, music heats and spoken word events.
West Suffolk Parish Conference	<ul style="list-style-type: none"> We held our first West Suffolk Town and Parish Conference for town and parish councils from across west Suffolk to update one another and discuss a range of issues. The conference is interactive, exchanging information, taking part in workshops and networking with each other and partner organisations. In 2016/17 discussions included affordable housing and changes to the Local Government landscape.
Newbury Community Centre transfer	<ul style="list-style-type: none"> St Edmundsbury Borough Council has continued working with the Newbury Community Association, (NCA), Suffolk County Council, Havebury Housing Partnership and the local community to ensure the replacement of the Newbury Community Centre is designed by the community to meet their requirements. The old community centre has been important for local residents therefore it has been a priority to ensure its design is shaped by the people it serves. In 2016/17, two community consultations have been held which consisted of drop-in sessions and an online survey. Over 100 responses were received. The feedback revealed that there was very strong support for replacing the centre (around 90% of respondents). Many gave additional comments on issues such as design, layout, parking and traffic which the partners are now using to improve the scheme. As a result, the facility on the Howard Estate will be built on part of the former Howard Primary School site, in St Olaves Road. An outline planning application is due to be submitted later in 2017.

Community funding	
Community Chest	<ul style="list-style-type: none"> The West Suffolk Community Chest has been the main funding mechanism available to voluntary and community sector groups across West Suffolk. It means they can apply for funding to do work that will bring benefits to local people and which will help the West Suffolk councils achieve their priority of supporting families and strengthening communities to enable

	<p>them to become more resilient and more able to help themselves. In so doing, Community Chest funding has formed a key part of our Families and Communities agenda.</p> <ul style="list-style-type: none"> • In this year there has been a particular focus on how organisations can support people to make positive choices and behaviour change to prevent ill health, supported with funds of £160,000 from Suffolk County Council’s Public Health department. In total, £593,263 has been paid to voluntary groups and organisations across West Suffolk in 2016/17 to support their valuable work. • Annex 1 (attached) sets out the organisations that have received Community Chest funding across West Suffolk in 2016/17.
<p>Locality Budgets</p>	<ul style="list-style-type: none"> • Our locality-based approach to community development is supported by our Locality Budget scheme, where councillors each have an annual budget of £2500 that they can allocate to community groups and activities in their ward. Locality Budgets help residents take ownership of issues that they care about and help councillors ensure that funding gets to the heart of these issues. • In 2016/17 West Suffolk councillors contributed more than £155,000 towards over 300 initiatives and projects in their wards areas. From supporting the Newmarket library to the Discover Moreton Hall walk/run route. A full list of projects funded by councillors, together with information about how the scheme works can be found here: www.westsuffolk.gov.uk/localitybudgets
<p>Rural Initiatives Grant Scheme</p>	<ul style="list-style-type: none"> • St Edmundsbury offers the Rural Initiatives Grant Scheme to match fund organisations for one-off specific capital projects in rural areas that contribute towards the Council’s priorities. • During 2016/17 £69,501 was committed towards 10 projects for purposes such as the conversion of part of Lackford church into a community facility (as described earlier), Hargrave Parish Council for a play area refurbishment, Bradfield St George Village Hall for heating system improvements and Stradishall Parish Council for the purchase of recreation land.

Parks and green spaces

We are proud of our parks and open spaces which have again been recognised at a national and local level. This would not be possible without the dedication of volunteers who spent some 7000 hours working in our parks and green spaces during 2016/17.

<p>Achievements in this year across West Suffolk include:</p>	<ul style="list-style-type: none"> • A management plan for Yellow Brick Road in Newmarket has been prepared, which will see this central walkway regenerated and improved. It has the potential to become an important wildlife corridor and provide an enjoyable walk for local people to access the town and residential areas. • The Beck Row Football changing rooms on Aspal Close Nature Reserve have been replaced, providing smart new facilities for local and visiting teams. This new sports facility was paid for by using section 106 funding from Suffolk County Council. • The Beck Row Community Centre needed to vacate its premises at the local school. A new community hall facility, which will be managed by the parish council, will now be provided in the former Rose and Crown pub. This new community facility is being funded by Suffolk County Council. • Multi-use games areas were upgraded at Warren Close, Brandon; Douglas Place, Mildenhall; and Heathersett Way, Lakenheath. • A series of wildlife audits have been conducted at sites important to nature conservation across West Suffolk. • The Abbey Gardens, East Town Park in Haverhill, Nowton Park and West Stow Country Park have again been awarded green flag status which means they are safe, clean and well looked after. • Bury St Edmunds achieved the gold award in Anglia in Bloom and both Nowton Park and the Abbey Gardens were placed top of their respective categories. • A new play area on Hooper Square in Bury St Edmunds opened in December. We used the community co-production model to deliver the new play area which meant local people were involved throughout. Having voiced their concerns about the previous play area, they helped choose the most appropriate location for the new play area, as well as the equipment to go in it. We worked alongside the Westley Residents' Association to design flyers that were distributed to every household on the Westley Estate and a consultation event was attended by over 50 people. A new multi-use games area is also now open. • The play area at Julian Close in Haverhill was refurbished and pupils from the local school were consulted on how this should look. • New equipment was installed at play parks at St Peter's Pit and the Gainsborough Recreation Ground in Bury St Edmunds. • The play area in East Town Park was also refurbished this year. The visitor centre on site was reconfigured to provide a refreshment kiosk which now overlooks the play area. • In partnership with Abbeycroft Leisure we have established the The Discover Moreton Hall: Run
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	<p>Walk Route which is a sign posted five kilometre route around Moreton Hall to support running and walking activity. The route is marked with small round signs that are fixed on existing lamp posts slightly above head height. There are also plans for a similar route in Brandon.</p> <ul style="list-style-type: none"> • We have also been assisting the County Council Rights of Way Team and the River Lark Catchment Group in creating a new link path along the River Lark corridor across a site currently owned and managed by British Sugar. St Edmundsbury is about to agree Heads of Terms that will give a 99 year lease for the river corridor.
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Arts, heritage and leisure

<p>Maximising our assets</p>	<ul style="list-style-type: none"> • The eagerly awaited National Horseracing Centre for Horseracing and Sporting Art at Palace House in Newmarket was officially opened by Her Majesty the Queen in November 2016. This was the culmination of 10 years of partnership work between many individuals and trusts from across the horseracing industry, Suffolk County Council and Forest Heath District Council, with support from the Heritage Lottery Fund. • The Breaking New Ground Partnership obtained Heritage Lottery Funding of £1.5 million over three years to deliver a range of exciting heritage and landscape projects in the heart of the Brecks, including Brandon and West Stow, aimed at promoting the heritage of the Brecks. At Brandon, we delivered the Forest Festival held in June 2016, which gave visitors the opportunity to get involved with a number of wildlife and nature activities. The Enchanted Forest held in August 2016 saw the Country Park transformed with a number of interactive activities, story-telling and arts and crafts. • The partnership also wanted to deliver a unique schools project that would inspire, educate and entertain children, teachers and families with the story of the Brecks. Forest Heath District Council commissioned a new piece of interactive, educational theatre which was targeted at Key Stage 2 children. Nearly 1400 children from 14 schools across Norfolk and Suffolk saw the production. It also played at Brandon Country Park, West Stow and the Latitude Festival where a further 1026 people saw the play. The feedback from those that saw the play was positive with it described as both educational and engaging for children. • Following the success of these events we are considering a second bid for funding next year. • At West Stow, we delivered the Enchanted Heath event where over 2000 visitors could enjoy crafts, music, stories, guided tours and archery amongst other things. • As part of the Enchanted Heath funding, West Stow also gained an added attraction in the form
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	<p>of the Beowulf and Grendel trail. This two kilometre trail winds through key Breckland features in the park and entwines the rich storytelling narrative of the early Anglo-Saxons and the unique landscape, including the Site of Specific Scientific Interest. An impressive three metre carved Dragon Head and 40 foot mound is the centrepiece on the Heath. The next phase is the installation of interpretation panels followed by a launch event in August 2017.</p> <ul style="list-style-type: none"> • St Edmundsbury obtained an Arts Council Resilience Grant of £108,000 for Moyse’s Hall Museum and West Stow. The funding will help fund staff and volunteer training, physical adaptations to the museum’s displays, the building of a shelter at West Stow to enable more school children to visit at any one time and display materials for outreach visits. • In 2016, there has been an increase in visitors with Moyse’s Hall up by 3,624 tickets on last year, while West Stow is up by 4,009. • For the period 2016/17, there were over 26,000 admissions to West Stow and over 20,000 admissions to Moyse’s Hall. Across both sites over 67,000 school children visited. • We held very successful events at Moyse’s Hall where 17,263 people visited the Lego events and 3,603 people visited the Sci-fi event. • We were delighted to welcome nearly 15,000 school pupils to West Stow, which made the final five in the National School Trip Awards 2016. West Stow was also used for filming on BBC CBeebies programme ‘Our Story’ which has had multiple showings on the children’s channel. The popular Ring Quest event took place during February half-term in 2017. Visitors could take part in a family trail around the country park, meet creatures from Tolkien’s Middle Earth, and try out archery. February 2017 saw recorded numbers since it started in 2002 with over 327 family packs sold and 1,675 visitors in February half-term week.
<p>Bury St Edmunds Guildhall transfer</p>	<ul style="list-style-type: none"> • We have continued working with the Guildhall Feoffment Trust and Bury St Edmunds Heritage Trust Limited to pursue the long-term aim of making the Guildhall an independent and sustainable community enterprise. • In May 2016, the project was awarded a grant of £669,000 from the Heritage Lottery Fund (HLF) for the refurbishment of the building which included repairing the rear roof and strengthening and restoring some of the ancient fabric. Match-funding from the project means that work started in January 2017 and will be completed in 2018. • Once works are completed, the Guildhall will be managed entirely independently of the Borough Council, emphasising our commitment to supporting sustainable community asset transfers.
<p>The Apex</p>	<ul style="list-style-type: none"> • The Apex continues to prove itself as one of the region’s leading destinations for live

	<p>entertainment.</p> <ul style="list-style-type: none">• In 2016, the Apex hosted over 200 shows and sold 90,000 tickets, which is an increase of 10,000 on the previous year.• The box office took a total of £1.8 million over 2016/17 which is an increase of 14.5% on the previous year.• We have concentrated our efforts on marketing including a successful gift voucher campaign in November and December 2016 which saw sales of over £18,000 (compared with £5,000 for the same period in 2014).• The Apex has also continued to be an attractive offer for community use by groups including: baby ballet, post-natal yoga, amateur performances by local organisations, Sunday brunch, chess club and art displays.• Our 'reach' on the internet is also expanding with the number of people receiving information about the Apex on Twitter and Facebook increasing with more unique users visiting the website.
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Improved health and wellbeing	
<p>Working with Abbeycroft Leisure, we deliver sports and leisure services across West Suffolk. Abbeycroft undertakes outreach work that contributes to our priorities and is in line with the Promoting Physical Activity Framework that was adopted in July 2016</p>	<p>Examples of projects that Abbeycroft has run in this year include:</p> <ul style="list-style-type: none"> • Stand tall – a 12 week physical activity and wellbeing programme that targets 14-25 year olds who are both inactive and known to suffer with a mental health condition. The outcome of this was that 78% of the individuals referred showed improved wellbeing. • Monday mums – in partnership with community midwives, antenatal groups are held at Bury St Edmunds and Newmarket leisure centres. The programme seeks to educate and empower pregnant women who are overweight or obese to support them to have a healthy pregnancy and birth experience. This initiative has had both positive results and positive feedback from expectant mums and it is hoped that the programme will be replicated in more locations. • Exercise on referral – this scheme has seen 467 people take part during 2016/17 across West Suffolk. There have been positive results with 57% of those clients who started, going on to complete the scheme. Of those that complete the scheme, 93% continue to remain active. Outcomes have included clients reducing blood pressure, weight and even medication. • Keep active – key projects have been delivered in West Suffolk after £148,000 was secured from the Sport England Community Sport Activation Fund. The funding was secured for a three year period and the initiative will be rolled out to the different communities within Forest Heath over that period. The aim is to engage both the younger and older population with the aim of increasing participation in those target groups. Progress has so far seen: <ul style="list-style-type: none"> • Community engagement sessions with the over 55 population across Newmarket. Taster sessions including bowls, badminton, short tennis and table tennis were used to generate interest. Successful walking football and walking netball sessions have also been developed. The youngest participants in this are 55 while the oldest is 92. • The programme has also had a focus on the 14-25 population by providing opportunities to take part in sport and dance in an informal environment. Again the aim is to encourage increased physical activity and behaviour change. Sessions have taken place in Newmarket, Brandon and Mildenhall. The Mildenhall project reached its target for individual attendees. The success of this programme is partly due to partnership working between Catch 22, local schools and youth groups. • The council has agreed to create an investment fund that Abbeycroft Leisure can apply to for capital funding to improve and develop its facilities and reduce operating costs. As such, Abbeycroft Leisure is reviewing the current portfolio of leisure facilities and examining the possibilities for future development on those sites. This work will identify a facility mix that will aid both commercial development, broaden opportunities to co-locate with other stakeholders,

	<p>engage a broader audience in different forms of physical activity and improve the quality of services to customers. The feasibility work is already underway and will be completed in 2017.</p>
<p>Promoting physical activity</p>	<ul style="list-style-type: none"> • West Suffolk councils recognise the importance of individuals and communities that are active as it improves health and wellbeing and, in time, can reduce the reliance on some services brought about by inactivity. We committed to our approach to increasing physical activity through our Promoting Physical Activity Framework that was adopted in July 2016. • Through this framework, West Suffolk councils set out the commitment to enable and encourage people to lead active lives thereby increasing activity levels across West Suffolk. This will lead to improved health and wellbeing for our communities resulting in less reliance on health care services. The framework sets out the outcomes we want to see and how, with partners, we can use our role to increase participation in physical activity across West Suffolk. • We also want to see holistic, place-based solutions for our major centres of population, which are: Brandon, Bury St Edmunds, Clare, Haverhill, Mildenhall and Newmarket. This work is starting in Bury St Edmunds. We understand from talking to local sports clubs and organisations that there is a need to grow clubs in order to increase capacity, participation and realise their ambitions and potential. • With match funding from St Edmundsbury Borough Council, Sport England provided £10,000 of feasibility study funding. This will be used to look at the possible options for a shared facility in Bury St Edmunds to meet the needs of local clubs. The study is being carried out by consultants and we are working in partnership with the sports clubs, Sport England and Abbeycroft Leisure to create an option for the future. We look forward to updating you on this work later in 2017.
<p>Suffolk Health and Wellbeing Board</p>	<ul style="list-style-type: none"> • West Suffolk councils are members of the Suffolk Health and Wellbeing Board along with the county council, local clinical commissioning groups, NHS England, HealthWatch, the police, the voluntary sector and other district and borough councils. Although health outcomes for many people in Suffolk and West Suffolk are good, the board aims to help those groups and communities which experience poorer health and wellbeing than others. • West Suffolk councils are contributing towards the board’s cross-cutting theme of community resilience – preventing issues before they become a problem. Experience shows that this prevention support is most effective when it comes through an established network within the local community. • The Suffolk Community Resilience Steering Group hosted a series of workshops to support the

	<p>development of a community resilience programme which builds on work already taking place across Suffolk. This engagement has resulted in a focus on four key areas:</p> <ul style="list-style-type: none"> • Personal responsibility • Early help • Community action • Strong voluntary and community sector <ul style="list-style-type: none"> • The community resilience programme forms part of the community strategies for boroughs and districts across Suffolk, such as West Suffolk’s Families and Communities Strategy. This is about a Suffolk-wide approach to community resilience that aims to eliminate duplication and see the boroughs and districts contributing to the health agenda in a holistic way. • West Suffolk is also a priority lead for the Suffolk-wide Prevention Strategy, the only non-clinical organisation to do so. This illustrates the importance of ensuring that good health and wellbeing starts with individual and community responsibility and resilience. • This work contributes towards our equality objective to improve physical and mental health and wellbeing.
<p>Dementia Action Alliance (DDA)</p>	<ul style="list-style-type: none"> • A large group of stakeholders started working together as they wanted to create a Dementia Friendly Community (DFC) for Bury St Edmunds. This involved introducing Dementia Friends sessions to different organisations and the wider community. Dementia Friends sessions focus on what it is like to live with dementia and is used as an awareness raising tool. This enables individuals, businesses and the community to look at what they can do differently to accommodate the needs of someone living with dementia. • We have helped by shaping the steering group and bringing in other successful DAAs to shape the best way to move forward for Bury St Edmunds. We have also supported this both by working to gain funding to be able to advertise and promote the DAA, and by bringing the Clinical Commissioning Group and other organisations on board to help with the roll out and promotion of creating a Dementia Friendly Community for Bury St Edmunds. • The Steering group was formed in January 2017 and has already started to make progress with positive changes within Bury St Edmunds. Examples of this are: <ul style="list-style-type: none"> - relaxed performances of films at Abbeygate Cinema; - involvement in the Bury St Edmunds town centre masterplan; and - enabling 12 different organisations to register an action plan with the Bury St Edmunds DAA.

Communicating with residents	
Customer services	<ul style="list-style-type: none"> • Over the past year we have continued the implementation of our target operating model for customer contact with the councils, meaning that the team is able to handle queries about a range of services. This enables customers to have their questions answered at the first point of contact when at all possible. • Improvements in IT have also reduced the amount of staff time spent on handling routine transactions in the 'back office'. • The list of services and activities now delivered by the Customer Service Team include housing options, elections (extended hours were offered in the run up to and day of the European Union referendum), planning helpdesk, building control, licensing, waste, garden waste collection service sign up, parking permits, The Apex, noise, dogs, complaints and Freedom of Information Act requests.
Online Success	<ul style="list-style-type: none"> • The availability of online forms has grown since 2013/14 when only a limited number of online forms were available. This means that our customers can enjoy the convenience of completing and submitting a form online when they need to contact us about a range of services, or make payments, including: garden waste, parking permits and noise complaints. • We remain committed to our vision to enable customers to 'self-serve' online when convenient and appropriate and we know that this has been a great success.
Social media conversations	<ul style="list-style-type: none"> • West Suffolk councils are embracing new methods of communicating, and the councils are proactively using social media to engage with residents. Information is tweeted to over 7000 followers giving other Twitter users the opportunity to share the news with their own followers. Their comments and enquiries are monitored and answered by the Customer Service Team and communications officers. • Tweets are also used to direct residents to more information posted on our website. The communications teams meanwhile have used Facebook to engage with a growing audience of nearly 60 community Facebook groups. Some of these groups have membership levels in excess of 15,000 people. Not only is there the potential for these individuals to share the councils' status with friends, but even more importantly this offers the councils the opportunity to have direct conversations with residents, explain changes in more detail, expanding on the

	<p>reasons that have led to them and politely correcting residents on statements that are misinformed or untrue.</p> <ul style="list-style-type: none">• A particular success was the launch of the Bury St Edmunds Town Centre Masterplan where we reached 23,189 people through a single post on Facebook alone. Although other posts were made throughout the public engagement stage, this launch post saw 109 shares, 126 likes, 1 dislike and a series of comments from around 50 individuals. While some of these comments were disparaging of the process, each of these types of comments were responded to in a polite and positive manner – the outcome of which led to more people seeing the post and some of the more sceptical of the audience being persuaded to take part online or attend one of our engagement events.
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Priority 3 – Homes for our communities

We want to see:

- Sufficient housing for current and future generations, including:
 - More affordable homes
 - Improvements to existing housing
- New developments that are fit for the future, properly supported by infrastructure, and that build communities, not just housing
- Homes that are flexible for people’s changing needs

Why was this a priority for 2016/17?

Our third priority is to ensure that we have an appropriate and sufficient supply of housing for our communities. Not only are we working hard to raise the standard of housing in the private rented sector and bring empty homes back into use, but we have also established a new company to build homes, in partnership with Suffolk County Council. We know that good housing can play an important role in improving the health and wellbeing of people in our area, and it is vital to realising our ambitions for economic growth. We have seen a significant change in Government legislation and policy on housing in 2016/17 including the Housing White Paper, the Homelessness Reduction Act and further welfare reform, all of which have significant implications for how we plan for, deliver and continuously improve the availability and affordability of housing in West Suffolk.

This section covers our activities under the headings:

- Ensuring a sufficient supply of housing
- Identifying and delivering new funding models for affordable housing
- Homelessness and temporary accommodation

Ensuring a sufficient supply of housing	
Forest Heath Local Plan	The local plan sets out the long-term planning and land use policies for the district. We use our planning policy framework to ensure appropriate business, housing and infrastructure development across the district. <ul style="list-style-type: none"> • It is important to understand that even without a Local Plan, growth happens, but without a

	<p>Local Plan, it is harder to shape exactly where development should take place and to ensure of the infrastructure benefits to support local development.</p> <ul style="list-style-type: none"> • Responses to the consultation on the Site Allocations Local Plan and the Single Issue Review (SIR) of Core Strategy Policy CS7 (Overall Housing Provision and Distribution) helped inform a further document, which went out for consultation and set out the council's preferred strategy for the allocation of sites across the district. • The final draft is known as the Submission Document and early in 2017 there was a final opportunity for the public to comment before the documents were submitted to the Secretary of State for an independent planning examination. • The number of new dwellings required in Forest Heath for the period 2011 to 2031 is 6,800. • Housing and mixed use sites are being proposed in the market towns and in a number of villages. This will help to ensure that there is certainty around the long-term growth of the district and delivering the level of housing required. • In December 2016, Forest Heath District Council published its assessment of a five year supply of housing land. It sets out the availability of housing land supply for the period 2017-2022.
<p>St Edmundsbury Borough Council Vision 2031 – major development sites</p>	<ul style="list-style-type: none"> • Moreton Hall: The development at Moreton Hall of 500 dwelling is currently being built and will be occupied by the end of 2017. The expansion of the Moreton Hall community centre has also been secured as part of this development. • Marham Park: Permission has been granted for a new country park, relief road between Tut Hill and Mildenhall Road (including a new roundabout on Mildenhall Road) and outline planning permission for this residential development in Bury St Edmunds. The finer details of the residential development are currently being considered by the local planning authority and it is hoped that building work will start in summer 2017. • The number of new dwellings required in St Edmundsbury for the period 2012-2031 is 11,480.
<p>Neighbourhood plan</p>	<ul style="list-style-type: none"> • A neighbourhood plan is a community led framework for guiding the future development, regeneration and conservation of an area. Neighbourhood plans have a different status to other community led plans. Subject to a few basic conditions they will become legally binding and will become part of the development plan for the area. • Neighbourhood plans are currently in preparation for Newmarket, Great Barton, Hargrave and Barningham.

<p>Bringing empty homes back into use</p>	<ul style="list-style-type: none"> • We have continued a pro-active approach to addressing the challenge around the high levels of empty homes in West Suffolk. We adopted the Empty Homes Strategy in 2015 and use a range of tools, including enforcement, which has led to 26 homes returned to use during 2016/17. • Working with partners, we offer support, including a grant, to help owners bring their previously empty properties up to the required standard for occupation in the private sector. • Our commitment to this work will continue in 2017/18 because we know there are families and individuals in need of such accommodation.
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<p>Identifying and delivering new funding models for affordable housing</p>	
<p>Barley Homes (Group) Ltd</p>	<ul style="list-style-type: none"> • Barley Homes was formally incorporated as a company in March 2016 and the business plan approved in December 2016. It is a company limited by shares jointly owned by Suffolk County Council (50% of shares), Forest Heath District Council (25%) and St Edmundsbury Borough Council (25%). The purpose of the company is to develop houses across all tenures, for sale and private rent on a commercial basis, while also delivering much-needed affordable homes. • In 2016/17, four sites have been identified which it is hoped will deliver approximately 100 units with a mix of for sale, private rent and affordable housing. Work has now begun on the detailed development and planning process. • A five year business plan has been developed which contains details of the initial developments, the amount and type of funding required to complete the developments and the expected returns generated for the councils. • Funding of £6 million has been approved by West Suffolk councils and Suffolk County Council put forward a further £6 million, providing £12 million of funding in total.
<p>Continuing the supply of affordable housing</p>	<ul style="list-style-type: none"> • The housing and planning services are continuing to work hard to ensure that new private developments provide both affordable housing and contributions to key infrastructure. • In 2016/17 we delivered 141 affordable housing units which is above our target this year of 121 units. • We have continued to work with registered providers who have delivered a number of schemes. Orbit developed schemes at Barrow which delivered 24 units with another 12 on land at Kentford. The Havebury Housing Partnership completed the Priors Avenue development in Bury St Edmunds which delivered 33 units and was formally opened by Princess Anne in December

	<p>2016.</p> <ul style="list-style-type: none"> We have, and will, continue to work with developers to ensure we achieve 30% affordable housing on new developments. This year we achieved 30% on all schemes apart from Station Hill in Bury St Edmunds which was 10%.
<p>Improving the quality of existing housing</p>	<ul style="list-style-type: none"> We understand the importance of individuals and families having homes that are safe and suitable to live in and we continue to work with both owners and landlords in the private sector to ensure this happens. We have utilised our enforcement powers to bring up to standard 71 homes in the private rented sector to ensure these are safe and free from serious hazards. Under our existing programme to improve houses in multiple occupation (HMOs) we inspected 107 one, two and three storey properties in 2016/17 which resulted in 16 properties being licensed, with the remaining properties being brought up to standard. Under current legislation, all three-storey HMOs that are rented to five or more people who form more than one household, must be licensed. We inspect HMOs on a risk basis and the frequency is largely dependent on the confidence we have in the management and the standard of the property. The Government seeks to extend licensing from 2017/18 which means all of the current two-storey HMOs may come under the above regime. We are preparing for these new requirements by surveying areas to identify HMOs across 2017/18. As part of our commitment to drive up housing standards in line with our strategic priority West Suffolk councils took the lead on a Suffolk-wide project with the Fire and Rescue Service in order to reduce the hazards in flats above shops. You can read more information about this in the attached case study. The discretionary housing assistance to help people repair their own homes has been maintained, and we have helped 35 households through grant aid, with a total budget of £142,535. The take-up of this scheme has been relatively low so we are proactively reviewing our policy in 2017/18, to understand how we can reach more residents in need of such assistance. We have undertaken extensive consultation with partners and organisations who represent vulnerable client groups. We are also working with our colleagues, who offer specific funding for energy efficiency; insulation and heating, to pool our resources to reduce the hazard of excess cold in homes. We are expecting new measures under the Housing and Planning Act to tackle rogue landlords with additional sanctions to deal with poor conditions in the private rented sector.

<p>Support through Disabled Facilities Grants (DFG)</p>	<ul style="list-style-type: none"> • We worked with Suffolk partners in 2016/17 to procure a new Home Improvement Agency (HIA) to deliver services for our most vulnerable and disabled residents under a new integrated approach that went live in May 2016. The HIA delivers the majority of the Disabled Facilities Grant (DFG) funds that the councils have been allocated through the Better Care Fund for 2016/17. This fund has been able to help 73 residents in West Suffolk. It underpins West Suffolk’s own strategy and aims to ensure that residents can live independently and safely in their homes. • We have promoted the service as well as directing people to other services, advice, minor and major adaptations and a ‘handy person’ scheme. • Only 30% of the total enquiries to the service resulted in the award of a DFG. We have ensured that the funding is suitably spent and residents do not have to suffer unnecessary building works or disruption in their homes. We are working to improve the current HIA and we are developing other potential models to deliver residents essential needs as efficiently as possible. • Under the Public Health Act we are working with social care partners, particularly in terms of vulnerable people with reduced capacity, to ensure that homes remain in a sanitary condition. We are represented, along with other housing colleagues, on a multi-agency group to improve the way that we assess and assist people in their homes which should lead to further improvements in 2017/18. • This work supported our equality objective of providing ‘homes that are flexible to meet people’s changing needs’.
<p>Suffolk co-ordination service</p>	<ul style="list-style-type: none"> • The Suffolk Co-ordination service provides a one-stop-shop for adults requiring housing-related support. • West Suffolk councils led on the successful Suffolk co-ordination service pilot, which benefited from funding from Suffolk County Council, and helped to place local people in supported accommodation. Across West Suffolk in 2016/17, a total of 298 people were placed in supported accommodation from a total of 492 assessments. • We will be delivering the new combined gateway service from 1 April 2017, which means people will benefit from single, easier route toward getting help for supported accommodation in Suffolk. This will be combined with the Central Access Referral Agency (CARA). The service will be transferred to Suffolk County Council in autumn 2017.

Homelessness and temporary accommodation	
Temporary accommodation	<ul style="list-style-type: none"> • We are committed to reducing the use of bed and breakfast accommodation in West Suffolk for those requiring emergency temporary accommodation, as it may be unsuitable for an individual or family's needs and is not a cost-effective solution. • In 2015, St Edmundsbury bought a property on Newmarket Road, Bury St Edmunds and converted the previous bed and breakfast facility into a property that can accommodate up to six families who have become homeless and are in need of temporary accommodation. To learn more about the success of this initiative, please see the attached case study. • We are continuing to work with our partners to identify further units of accommodation that can be used temporarily to provide appropriate accommodation and make additional savings. • We are pleased to report that our spending on bed and breakfast accommodation has continued to fall. We spent £86,677 on bed and breakfast accommodation in 2016/17 which is down from £98,200 in 2015/16 and £208,600 in 2014/15. This means that our approach is working because we have reduced spending. Whilst spending on bed and breakfast accommodation has reduced it would have been significantly higher without the proactive decision to purchase the property on Newmarket Road. Ensuring that we have sufficient suitable temporary accommodation remains a challenge with demand continuing to increase. • We set out to ensure that no family would have to spend more than six weeks in bed and breakfast accommodation in 2016/17 and we have achieved this. We have also ensured that 16 and 17 year olds are provided with suitable accommodation and emergency bed spaces have been created for this age group at three locations across West Suffolk.
Homelessness	<ul style="list-style-type: none"> • Through the West Suffolk Homelessness Strategy, we have committed to do more to combat homelessness and to ensure that those affected by homelessness receive timely advice and assistance. • During 2016/17, we have: <ul style="list-style-type: none"> - accepted 238 homeless cases compared with 210 in 2015/16. This increase is largely due to changes in welfare reform and continued lack of affordable housing. This increase mirrors the experience across the country; - continued to financially support the Bury Drop In to help ensure that they can provide valuable help to the homeless; - been successful in our bid to the Department for Communities and Local Government (DCLG) domestic abuse accommodation fund. Funding of £516,244 has been granted to partners to

	<p>provide accommodation for victims of domestic abuse across Suffolk;</p> <ul style="list-style-type: none"> - been successful in our bid for funding for a rough sleeper outreach worker to work across the areas cover by West Suffolk, Babergh and Mid-Suffolk councils. The outreach worker will help us further achieve our aim to reduce homelessness by providing a point of contact for individuals who are either at risk of becoming homeless or who are at the point of homelessness, whilst also having a role in linking agencies and our partners to develop ways of preventing homelessness. The outreach worker joined the team in early May 2017; and - started ensuring that we have clear pathways in place over the next 12 months for homeless patients being discharged from hospital. Discussions have begun with Wedgewood House at West Suffolk Hospital and with partners, we are in the process of engaging with all hospitals in the region. This is to help ensure we are in line with the statutory protocols in place with the Homelessness Reduction Act. We anticipate that the Homelessness Reduction Act will be in place in early 2018.
<p>Provide advice and support to vulnerable households to alleviate fuel poverty</p>	<ul style="list-style-type: none"> • In 2015/16 Warm Homes Healthy People partnership successfully secured funding of £1.6 million from the Department for Energy and Climate Change (DECC) First Time Central Heating Fund and £350,000 from the fuel poverty charity National Energy Action. This funding is being used to deliver a range of energy efficient improvements into vulnerable households across Suffolk. • In 2016/17 we continued to work with all the local authorities in Suffolk to deliver the Warm Homes Healthy People Project. Through a county-wide bid to the DECC’s Green Deal Communities Fund, we are pleased to report that 156 homes across West Suffolk received fully funded external wall insulation. In this year we have also seen our residents benefiting from free central heating systems as a result of the successful county-wide bid to the DECC. • The Business Energy Efficiency (BEE) programme provides free support to eligible organisations in Suffolk and Norfolk to help them become more energy efficient. Support can be provided in three different ways: with free energy reviews, grant funding and carbon charter accreditation. • In 2016/17, 31 West Suffolk businesses have participated in the scheme with combined projected energy bill savings of £47,000.

Ways of working

Why was this important to us in 2016/17?

Changes in the way the Government funds local councils have meant we need a new approach to our finances, becoming less reliant on central budgets and more self-sufficient, including generating our own income streams. Throughout this annual report we have already highlighted ways in which we are focusing on local growth, investing in our assets and 'behaving more commercially' to help make the transition to self-sufficiency. However, we need to take this further by developing our organisation, our estate and our people. All of this will mean new ways of working with public and private sector partners. By working together as West Suffolk councils, we already know that Forest Heath and St Edmundsbury have made significant savings to taxpayers, but we need to become even more flexible and effective in the future.

This section covers our activities under the headings:

- Developing our organisation – transformation, investment and commercial approaches
- Developing the public sector estate in West Suffolk
- Developing the way we work
- Developing our people

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Developing our organisation – transformation, investment and commercial approaches	
Devolution	<ul style="list-style-type: none"> • During the course of 2016/17, West Suffolk councils played a significant role in the development of proposed devolved arrangements in Norfolk and Suffolk. Councillors and officers worked together with colleagues in Suffolk and Norfolk, as well as Cambridgeshire and Peterborough, to develop proposals for a deal with Government that would look to secure additional growth for the region in the future. • While unfortunately, it was not possible to reach agreement between the signatory councils and the process ended in December 2016, the partnerships formed and analysis work carried out has placed us in a good position to consider the best way forward. Councils in Suffolk are continuing to explore with Government how best we can work together in promoting economic growth and the health and wellbeing of our population through greater powers, responsibilities or funding at the local level.
Suffolk-wide working	<ul style="list-style-type: none"> • In 2014, public authorities in Suffolk were awarded £3.3 million of government funding from the Transformation Challenge Award (TCA) for an ambitious programme of collaboration and

	<p>integration aimed at reducing costs and improving services for local people. The case study attached provides details of how this initiative is starting to see results in terms of increased collaboration and improved services.</p>
<p>Success of working with the Anglia Revenues Partnership</p>	<ul style="list-style-type: none"> • West Suffolk councils continue to play a key role in the Anglia Revenues Partnership (ARP), which administers Council Tax and business rates revenues, and benefits, on behalf of the seven partner councils. The partnership continues to develop its role in line with recent changes to local government funding, providing advice and support to partner councils. <p>Highlights from ARP in 2016/17 include:</p> <ul style="list-style-type: none"> - 2016/17 Financial Performance: Overall income was up at the end of 2016 mainly due to the success of the Bailiff Service (£295,000 higher than budget) with an additional £52,000 rechargeable income achieved. The forecast out-turn for 2016/17 showed a below budget spend of £455,000 as a result of efficiencies achieved earlier than planned (including the Bailiff service) and reduced salary costs. - Enforcement Agency service (bailiffs): ARP provides an enforcement agency (bailiffs) service which was launched in July 2015 for all seven partner councils. Enforcement has continued to perform well in 2016/17; collection for the first half of the year in 2016 was comparable with that collected by external Enforcement Agents before the establishment of the in-house team. ARP has continued to meet the cost of running the service through fees collection and are on target to produce a surplus this financial year. In January 2017, the total efficiencies made were £762,556 compared to a £150,000 target. The surplus will contribute to each partner councils' efficiency targets and help them to fund essential services. - Empty properties: A review of all long term empty domestic properties was completed in December 2016 in order to maximise the New Homes Bonus. West Suffolk councils as well as other ARP partners have seen a reduction in the number of long term empty properties. - Fraud prevention: ARP were tasked with identifying and preventing fraud in the following areas; local Council Tax support, single person discount, Council Tax and business rates and, tenancy fraud, with the aim of this leading to an increase in Council Tax income. ARP have exceeded targets for 2016/17, in total almost £1.5 million has been identified including over £400,000 for West Suffolk. The team are also producing excellent results in identifying incorrect and fraudulent claims for discounts. They are working with housing associations to tackle Right to Buy and subletting abuse and are

	<p>having success in this area.</p> <p>- Working together: ARP supported the councils' housing options and customer service teams by supplying a scan detailing all of the customers likely to be affected by the benefit cap introduced in November 2016, in order to avoid homelessness and the cost of temporary housing. They also informed landlords and stakeholders. ARP plan to work with housing options and customer service teams to plan for the roll out of Universal Credit, which will commence in October 2017 for St Edmundsbury and September 2018 for Forest Heath.</p>
<p>Civil Parking Enforcement</p>	<ul style="list-style-type: none"> • West Suffolk councils are taking over responsibility for enforcing 'on-street' parking restriction from the police. This can include yellow lines, loading bays, taxi rank, bus stops and school 'keep clear' markings. • The benefits of Civil Parking Enforcement (CPE) include: <ul style="list-style-type: none"> - more local accountability and the ability to be adaptable to local needs; - Safer traffic conditions and improved traffic flow reducing local congestion and supporting the economy; and - a more cost effective operation achieved by a coordinated approach between on and off street (car parks) enforcement. • Public sector leaders across Suffolk have sponsored this transfer of powers (already devolved to Ipswich Borough Council for over ten years), and now authorities in the East, West, Babergh and Mid Suffolk councils have agreed to the transfer of powers. • The set-up cost for implementing CPE will be approximately £1.1 million, which includes the review of all traffic regulation orders, inspection of all lines and signs on the highway, recruitment of staff to enforce the restrictions, and the purchase of associated new equipment and operating systems. The cost will be met by Suffolk County Council and the police. • West Suffolk councils will manage CPE within their geographical boundary and will assume all financial responsibility. • It is anticipated that CPE powers will be transferred and fully operational in West Suffolk by April 2019.
<p>Managing our finances - 4 year settlement from government</p>	<ul style="list-style-type: none"> • The Local Government Finance Settlement for 2017/18 was announced on 15 December 2016. Forest Heath and St Edmundsbury were both successful in being included in the settlement which confirmed our figures from the four year Revenue Support Grant settlement in 2016 and gave details of the revised New Homes Bonus figures and rules.

	<ul style="list-style-type: none"> • In response to this news, we published an efficiency statement in support of accepting the four year deal. The document set out that West Suffolk councils have plans and strategies in place to make ourselves more self-sufficient and resilient in the medium to long-term. • By introducing the four year funding package for councils, the Government aims to change the relationship between central and local government by enabling local authorities to be financed locally, through Council Tax and business rates rather than central government grants.
Our approach to investment - Solar Farm	<ul style="list-style-type: none"> • In August 2016, Forest Heath District Council acquired the largest local authority owned solar farm in the UK, which will help protect the future of council services in the district. Read more about this innovative new approach to bridging the funding gap in the attached case study.
Building control	<p>Our building control service has had a busy year dealing with a range of matters and we are exceeding a number of our performance targets. Some highlights from this year include:</p> <ul style="list-style-type: none"> • Dealing with 24 dangerous structures. • Carrying out over 4250 site inspections. • Increasing our market share by 5%. • Registering 98% of applications within three days. • Checking 96% plans within ten working days. • Carrying out 100% of site inspections on the day of request.
Tree services	<ul style="list-style-type: none"> • In 2015, we identified an opportunity to extend our offer and introduce a tree maintenance service. • From the beginning this service has been a great success and in 2016 we: <ul style="list-style-type: none"> - expanded the team from two to four arborists (one of which was an apprentice); and - exceeded income target of £40,000 in 2016/17. • In this year we have proactively promoted our service to local businesses, we have purchased additional equipment and we are looking to recruit a new apprentice.

Developing the public sector estate in West Suffolk	
Mildenhall Hub	<ul style="list-style-type: none"> • Forest Heath District Council continues to work towards the Mildenhall Hub project which will bring together public services, making them more accessible for local people and reducing the cost of public services to the tax payer.

	<ul style="list-style-type: none"> • In 2016/17 we undertook a pre-application consultation which included a public exhibition and online survey. We will use the results to help inform the next stage. • As we progress the Mildenhall Hub and Western Way developments (set out below) we are looking to design in energy saving and renewable energy generation to reduce heat and power costs and carbon emissions based on our investment principles.
<p>West Suffolk Operational Hub</p>	<ul style="list-style-type: none"> • The West Suffolk Operational Hub (WSOH) in Bury St Edmunds is a project to build a site containing vehicle workshops, depot, waste transfer station, household waste and recycling centre and associated facilities. The project is a partnership between the West Suffolk councils and Suffolk County Council. • By having these facilities on the same site we would increase efficiency, save taxpayers' money, cut our current environmental impact and future-proof waste management for West Suffolk's growing communities. By combining our facilities on a new single site we would also unlock valuable public sector land that could be used for development to create employment and deliver economic benefits. • Developing facilities to deal with the waste that we generate can be of concern to those residents who live near to any proposed site. For the West Suffolk Operational Hub project we have undertaken two public consultations before submitting a planning application and we have listened carefully to the views of local residents whilst developing our plans. This has included working closely with a Community Liaison Group comprised of local residents, parish councillors and neighbouring businesses.
<p>Western Way Development</p>	<ul style="list-style-type: none"> • The Western Way Development is an exciting opportunity to build on the Public Service Village ethos that exists on the site in Bury St Edmunds. This ethos has been established by West Suffolk House hosting West Suffolk councils, Suffolk County Council, West Suffolk Clinical Commissioning Group and the East of England Local Government Association, among others. • We took the opportunity to review the Western Way Masterplan which was approved in 2016. We are currently working to develop a design brief and the associated financial modelling. The key to the effective development of the site is balancing the following objectives: <ul style="list-style-type: none"> - Unlock the value of council held assets; - Support the council's public sector village aspiration; - Strengthen relationships with other public sector organisations; - Drive efficiency, improve customer experience and public service provision; and - Maximise capital and revenue return to support future investment in public sector

	transformation.
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Developing the way we work	
Shared legal service	<ul style="list-style-type: none"> In November 2016, four councils (West Suffolk councils and Mid-Suffolk and Babergh councils) established a shared legal service. Please see the attached case study to learn more about this innovative new way of working.
Improvements to our development management service	<ul style="list-style-type: none"> In 2015/16 we reported on opportunities for improvement that had been identified across the development management service. The service went through extensive internal and external reviews, the results of which were collated in a Planning Improvement Plan. We are now seeing the positive results from the plan as set out below. This is also backed-up by our improved and now sustained performance in 2016/17 which is evident through data in our balanced scorecard. We are now consistently meeting and exceeding our key performance indicators as a result of changing our practices and fine tuning our workflow regimes.
Planning Improvement Plan: Pre-application advice service	<ul style="list-style-type: none"> In July 2016 we introduced this new paid-for service that enables the delivery of timely advice, at the detail required, according to the type of advice requested and the complexity of the proposals under consideration. It is a good way of our customers receiving advice on a development proposal which can save time and money for customers and the councils alike, before an application has been submitted. The service replaced the previous morning duty service at College Heath Road in Mildenhall and West Suffolk House in Bury St Edmunds and lined up with the very successful Planning Helpdesk Transfer to customer services in June and the newly launched Planning One Stop Shop web pages in May. Officers are still available for pre-booked meetings and walk-in enquiries, which now operates all day and not just in the morning, but there has been a significant reduction in simple duty calls and enquiries. Planning technicians and officers are also receiving less general enquiries as these and the general enquiry email inbox, are now managed by customer services. Customer services handle all enquiries using the Planning One-Stop-Shop webpages and customers are guided to self-serve information and data bases, including Find My Nearest and Public Access. The general principle of self-serve relies on an up-to-date and easy to use website and clearly trained customer service advisors, supplemented with paid for non-statutory services as an alternative.

	<ul style="list-style-type: none"> The service has been well received and used by agents and residents alike and projected annual income is set to exceed the budgeted income of £50,000.
<p>Planning Improvement Plan: Paperless parishes</p>	<ul style="list-style-type: none"> In 2016 we started working with parish councils to look at changing the way we notify them about planning applications. There is no statutory requirement to send parishes hard copies of plans, which was costing the service approximately £19,000 per year, so we wanted to look at options for sending planning applications to parishes electronically. We consulted with parish councils through an online survey and at Parish Forums and Conferences. The results were used to encourage willing and able parishes to pilot this new approach to receiving planning applications. We are pleased to report that 45% of parish notifications are now sent electronically with no paperwork being issued. We are currently in the second phase of the campaign which will target further parishes that are willing to try this new approach and we are looking to use the existing online parishes to 'buddy up' with those still receiving paper copies of planning applications to help demonstrate the benefits. We have worked proactively across the councils, with members and the Suffolk Association of Local Councils to promote this initiative. There are some challenges where broadband provision is poor but we are looking at technical options and funding options to provide equipment that could be utilised for other uses. We have plans to implement a Memorandum of Understanding between Forest Heath District Council and parish and town councils to further increase our working relationship. This is aligned with the work locality officers already do to help communities to help themselves, also with the Planning Improvement Plan which looks to maximise the use of technology and, where appropriate, moving our customers towards accessing services online. In practice this means that effective lines of communication are in place with town and parish councils on all relevant planning activity such as planning applications, major developments, consultations and changes to land use.
<p>Planning Improvement Plan: Planning agents' forum</p>	<ul style="list-style-type: none"> We have also been working to improve the quality of applications submitted by agents to avoid 'double-handling' of invalid applications and a quicker processing time for customers. In February 2017, we held our first joint agents' forum which was held with Building Control. This gave us an opportunity to introduce and publicise Local Authority Building Control Services (of which the West Suffolk service is a member organisation), provide information on e-working and what is available for self-serve on the West Suffolk website, discuss with officers about the content of a new e-newsletter and forward programme for the forum.

	<ul style="list-style-type: none"> • Our plans for the future include publishing agent performance figures and considering an accredited agents scheme, developing the e-newsletter and preparing for the second Agents' Forum that is planned for later in 2017. <p>We look forward to updating you again later in 2017 on all the future work contributing to the success of the Performance Improvement Plan.</p>
<p>Paperless office</p>	<ul style="list-style-type: none"> • Further work has been carried out during 2016/17 to explore how we could reduce the amount of papers produced for meetings, for example, through the development of our online committee management system. • An element of the Planning Improvement Plan also looked at funding mobile working for all planning officers, who have now each been assigned a tablet computer. • Every new application submitted is made into an electronic file and downloaded. No paper file is created, therefore, creating efficiencies and reducing costs.

Developing our people

<p>Supporting our staff through training</p>	<p>In the section on priority 1 (increased opportunities for economic growth), we talked about the success of our apprenticeship scheme across West Suffolk councils. We are committed to the development of our workforce and the learning of new skills, behaviours and competencies. The ways in which we have supported our staff in this year, are set out below:</p> <ul style="list-style-type: none"> • Corporate training: in April 2016 we launched the MiHR Self-service career and development module. MiHR is the online package we use to help staff manage the training requirements, career progression and personal information. Access to the career and development module encourages individuals to build their own personal learning plans. Staff can book themselves on training as required, update their learning records and review their development requirements for the future. Since introducing this module the number of training places being taken has increased. We have 629 staff and during this year there has been a total of 923 attendances of 117 corporate training sessions held throughout the organisation. • Collaborative working with the other councils across Suffolk has continued. The 21st century manager programme has been very successful and offered access to classroom and on-line training for those new to management roles and the opportunity to network with managers across the county. Collaborative working is illustrated by the fact that the councils' Families and
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	<p>Communities team includes Suffolk County Council staff and that both organisations had a flexible and open-minded approach to recruitment and management of staff. Other agencies are interested in joining this team which focusses on working for and with a locality and a community, regardless of the employing authority.</p> <ul style="list-style-type: none"> • Linked to the publication of the mental health wellbeing policy, MIND was commissioned to deliver a series of training events for individual staff and a series for managers entitled “Emotional wellbeing – a managers toolkit” (see further information below). To date, 103 staff and managers have accessed this programme. • Professional development: We have had 32 individuals work towards accredited professional qualifications in specialist subject areas. The West Suffolk talent management programme offers access to professional qualifications ranging from Masters degrees and Foundation degrees to Institute of Leadership and Management at level three and five. • This is just part of the continuous professional development offer which runs throughout all the service areas. It is supported with time and resources available to those who take the opportunity to develop themselves.
<p>Improving wellbeing and health - introduced mental health at work policy and working with Suffolk and Norfolk Mind–healthier communities:</p>	<ul style="list-style-type: none"> • Four new people policies were introduced in September 2016 in order to support our staff: Mentoring, Mediation, The Workplace Wellbeing Strategy and Mental Health at Work. West Suffolk councils have made a commitment to the Suffolk Workplace Wellbeing Charter which focuses on an organisation’s commitment to the wellbeing of staff. To deliver this we are working with our partners: Suffolk County Council, East of England Local Government Association, occupational health providers, neighbouring local authorities, hospitals including Ipswich and Addenbrooke’s and the Clinical Commissioning Group. • One of the key areas of commitment is mental health. To deliver this commitment we are working closely with both Suffolk and Norfolk MIND to support staff and managers alongside a number of national initiatives such as Mental Health at Work week and Mental Health at Work Day. • The wellbeing of our staff can impact on our communities not only through the roles our staff do but also through their families and wider community links.

Councillor Learning and Development	<ul style="list-style-type: none">• Through the Joint Member Development Group we have offered a varied programme of events including specialist licensing training and five sessions on development management with internal and external speakers. We are working hard to ensure that councillors have the key information they need to support their communities and work as local ward members. We have offered individual induction advice for those elected in by-elections.• In this year a total of 11 development events have been held with 163 attendances.
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The future

You will have seen from this report that we have made significant steps towards achieving our strategic priorities in 2016/17. We also know there are challenging times ahead and that we need to utilise the opportunities available to us in the future.

- Future of local government in west Suffolk [add text here depending on outcome of Cabinet meetings (30 May) and/or council meetings (13/14 June)]
- Changes in local government finance
- Investment
- Strategic Plan refresh
- Inclusive growth
- Universal Credit / Welfare reform
- Partnership working / new forms of delivery

Community Chest funding

The following organisations have been supported with Community Chest funding in Forest Heath during 2016/17:

Organisation	Funding provided to support:
HomeStart	Parental and Family Support
Newmarket CAB	Advice, Support and Advocacy Services
Relate	Relationship Counselling services
Suffolk West CAB	Free Information, Advice and Advocacy
The Voluntary Network	Community transport
Rural Coffee Caravan	Funding to visit 6 rural villages lacking in amenities or social activity
Sharing Parenting	Parenting programmes
Our Special Friends	Animal support services for vulnerable adults
Suffolk West Citizens Advice Bureau	MoneySmart service
YOPEY Befriender	Young adult intergenerational service
Alumah CIO	Domestic abuse support group
Unit Twenty Three	Play production – young carers
Abundant Life Church	Fathers support and empowerment group
Arts For Us	Out of school children's activities
The Volunteer Network	Befriending
Fresh Start New Beginnings	Sex Abuse Support Sessions

The following organisations have been supported with Community Chest funding in St Edmundsbury during 2016/17:

Organisation	Funding provided to support:
Gatehouse Caring	Home Furnishings for disadvantaged families
HomeStart	Parental and Family Support
REACH	Foodbank and Supported Volunteering
Relate	Relationship Counselling services
The Voluntary Network	Befriending Scheme and Community Car Service
Suffolk Rape Crisis	Counselling Services
Gatehouse Caring in East Anglia	Funding towards Dementia Hub
Millennium Farm Trust	Learning disabilities support group
Suffolk Accident Rescue Service (SARS)	Specialist Medical equipment
Suffolk Mind	Community allotment
Upbeat Heart Support	Health support group
Catch 22, Suffolk Positive Futures	Free weekly sports project for young people
Suffolk Cruise Bereavement Care	Community Support project
Survivors in Transition	Sex abuse support group
Bury St Edmunds Women's Aid Centre Ltd	Family support project

Home-Start	Family support groups in Bury St Edmunds, Haverhill and Honington
Our Special Friends	Animal support services for vulnerable adults
Suffolk West Citizens Advice Bureau	Operational costs
Theatre Royal (Bury St Edmunds)	Arts Wellbeing programme

Case study: Markets

1) Christmas Fayre

We recognise the importance of a thriving market to local people, providing employment and opportunities for traders, increasing footfall in the towns and improving the offer to visitors.

One particular highlight in 2016/17 was the Bury St Edmunds Christmas Fayre. The annual event achieved national recognition in 2016 by winning HolidayLettings "UK's Best Christmas Market" award with 2016 the first year that we have asked visitors to take part in the poll. The winning market secured over 700 votes, beating off competition from the other 12 renowned Christmas Markets shortlisted for this prestigious award including Manchester, Bath, and Edinburgh Christmas Markets.

The fayre also saw an increase in visitors, with 125,000 in 2016 compared to 120,000 in 2015. Measures such as increasing the opening times and range of parking options contributed to its success. For example, more than 1000 extra car parking spaces were introduced which added to the smooth running of the event.

Success was also owed to increased community participation. More local people than ever got involved in this year's fayre, with children from eight different schools taking part in the opening night parade and West Suffolk College students running two of the stages and performing street theatre. St Benedict's school also ran a stall in the Apex which raised approximately £250 which will be used to fund their existing after school arts, crafts and design clubs. Furthermore, there were around 12 stalls on St John's Street selling arts and crafts made by West Suffolk College carpentry students. The students raised approximately £300 and this money will be used to fund further community projects within the college.

The Christmas market in Queens Street, Haverhill was also a great success with an enhanced regular market and an extension of the opening times, resulting in increased footfall.



2) Supporting our markets

Our commitment to developing the regular markets and introducing special events and additional markets has continued this year.

Particular highlights this year include a trial farmers market run in conjunction with the Christmas Fayre in Bury St Edmunds. The market encouraged increased footfall in the area, with both businesses and stalls benefitting. Following this success, we are looking at additional areas for the regular market and options for the Sunday market offer.

Our support of 'Independents Week' continued this year, which is promoted by the Business Improvement District (BID) Ourburystedmunds. The aim is to encourage residents and visitors to shop locally, which means supporting the town centre shops, restaurants, cafes and other businesses, over half of which are independent. We also focus on the range of stalls and traders in the market every Wednesday and Saturday of which there are around 80 permanent stallholders.

During the school summer holidays we held six community markets every Tuesday in Newmarket. Stalls taking part included children's entertainment, a farmers market, community and charity stalls. The market was also involved in the town's music festival with a day of live entertainment and children's activities.

Throughout the year, Haverhill has hosted many special events on the Market Square. These have included six craft and gift markets, a motor show, a beer festival, a food and drink festival and a youth market. We also held a world market in Queen Street for two days during Easter and a two day Christmas market to link with Haverhill Town Council's Christmas Light switch on event. Excellent links have been made with the two local academies and the youth skills manager at ONE Haverhill and as a result, all have been involved in our youth market and other events.

Lastly, Mildenhall market has had a regular column in the Mildenhall Messenger and at Christmas there was entertainment and a free reusable bag giveaway.

3) Developing our markets

In last year's report, we talked about wanting to continue deepening our partnerships in order to support local markets. We therefore announced plans that business students in West Suffolk College would conduct market research to better understand the impact that different stakeholders have on each other.

This market research has now taken place and the students recently presented their findings to the portfolio holders for the economy and growth, the portfolio holders for families and communities, the market development officer and members of the market trader liaison group and the markets team.

The presentation was well received and their valuable findings will be presented in a full report later in 2017. The market development officer will continue to work with the students to look at ways to implement their ideas into the Bury St Edmunds market. This project has also provided an excellent opportunity for the students.

Another way that we have worked to develop the markets has been through utilising the creativity of Year 7 and 8 pupils at St Benedict's Catholic School. The pupils were tasked with designing a bag, logo and strap line for the Bury St Edmunds market. Pupils visited the market to gain ideas and the market development officer, along with market traders, worked with the pupils on the final designs. The winning designs were picked by the Mayor and the bags were launched on the market in January 2017.

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Case study: Eat Out Eat Well Awards

The Suffolk *Eat Out Eat Well* Awards were launched at Center Parcs, Elveden in January 2016. The scheme recognises the efforts of eligible food businesses to actively promote healthier food choices to their customers as part of their business and menus. West Suffolk has been at the forefront of the scheme, assessing and presenting 32 awards out of a Suffolk-wide total of 58 (by 24/02/17). In addition, promotional events have been organised by West Suffolk, including:

- a presentation of the Suffolk Eat Out Eat Well Award scheme to MPs at the West Suffolk Food Fair held at the Houses of Parliament in April 2016;
- MP Jo Churchill presenting awards to Amigo's and The Place To Eat (Glasswells) in Bury St Edmunds, on 19 August 2016; and
- MP Matthew Hancock presenting awards to the Jockey Club Catering at the Rowley Mile Racecourse and the Rutland Arms Hotel in Newmarket on 14 October 2016.



The associated publicity, including that posted on our West Suffolk Environmental Health Facebook page, and the continued efforts of the commercial environmental health team during their routine food hygiene inspections is helping to develop numerous further leads from businesses interested in being assessed for the award.

A current list of successful businesses can be found at:

<http://www.healthysuffolk.org.uk/projects/EatOutEatWell/awardedbusinesses/>

Forest Heath & St Edmundsbury councils

West Suffolk
working together

Case study: Social Prescribing Pilot, Haverhill

Haverhill is the fourth largest town in Suffolk. GP surgeries are registered to capacity and there are no walk-in surgeries to meet the various health needs of its residents. Access to secondary health care requires travel to West Suffolk Hospital in Bury St Edmunds or Addenbrooke's Hospital in Cambridge; an issue for those on low incomes due to limited and costly public transport.

Health needs assessments have identified issues around depression, obesity, self-harm and alcohol-related harm. Furthermore, data from the Clinical Commissioning Group identifies that the average number of GP visits in Haverhill is three per year compared to one per year in other towns.

It is estimated that one in five visits to the GP are for social needs such as isolation, debt management, low mood and anxiety. The West Suffolk families and communities team noticed that all of these issues could be addressed through support within the community through established agencies, local support groups or involvement in groups for exercise or hobbies.

Through families and communities officer participation in the ONE Haverhill board, within the health working group, it had been identified that action was needed to support residents, address needs and link effectively with support networks and voluntary/community services.

While discussing the community's needs and through exploring various solutions to address them, members of the families and communities team identified the practice of social prescribing. This is a process where members of a community are referred for non-clinical support to promote well-being and resilience, leading to reduced reliance on primary and statutory services and increased use and knowledge of the voluntary and community sector.

A consultation with local agencies and community members to assess if social prescribing would be welcomed in the town was met with a very positive response. The families and communities team also researched examples of social prescribing from across the country as well as visiting local projects to identify best ways of working.

Following the consultation, the families and communities team has secured funding of £69,000 from Suffolk County Council and £63,768 from the Department for Communities and Local Government for a two year pilot which is known as Haverhill LifeLink.

The pilot, which is due to be launched in June 2017, will be co-produced with involvement from primary and secondary agencies, voluntary and community services, town council, borough council, county council and members of the community. We are developing a project that is bespoke to Haverhill which can be embedded within the local community.

Case study: Reducing the risk of hazards in flats above shops

As part of our commitment to drive up housing standards in line with our strategic priority of 'homes for our communities', West Suffolk councils took the lead on a Suffolk-wide project with the Suffolk Fire and Rescue Service in order to reduce the hazards in flats above shops.

We had the opportunity to send an officer on secondment for the project which was initiated after a high profile fire in Sudbury town centre in 2015. We have worked with Babergh and Mid Suffolk District councils and used our own expertise and experience around fire safety in houses of multiple occupation to develop and manage this project.

The project involved visiting over 300 commercial and domestic premises in five towns to look at fire safety and housing standards. We ensured 73% of commercial premises visited had adequate fire separation/additional fire safety works by the end of the project, 28% of which were improvements following direct action by the councils and fire service. Housing and health and safety hazards were identified in 39% of residential premises inspected. Furthermore, 26 Category 1 hazards were found, these are serious hazards where there's a risk of harm to health (48% removed by the end of the project) and 46 Category 2 hazards were found, which are less serious (removed 63% by the end of the project).

The joint working with Suffolk Fire and Rescue Service officers has led to a greater understanding of hazards in flats above shops and greater overall consistency across the county.

We aim to use this as a template to continue the project in West Suffolk to reduce the risk of fire and other hazards. In addition, we have successfully completed two impact days in Newmarket, Haverhill and Ixworth, highlighting a number for fire safety and housing issues at premises in each location.

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Case study: Newmarket Road

Experiencing homelessness can be one of the most devastating experiences for families. We understand that homelessness can be particularly disruptive for families with children and there is a worry about being distant from friends and family, and children's schools. We therefore think it is important to keep those finding themselves homeless as close to their support networks as possible in order to avoid further disruption to their lives.

Once a family presents to the Council as homeless, they are placed in temporary accommodation. St Edmundsbury Borough Council bought a property on Newmarket Road in 2015 and converted the previous bed and breakfast facility into a seven bedroom property that can accommodate up to six families who have become homeless and are in need of temporary accommodation.

The benefits of the accommodation are twofold; first, it lessens our reliance on expensive bed and breakfast accommodation and second, it means we are less likely to have to place families out of area. The accommodation also gives residents the ability to provide for their families by having access to cooking and washing facilities as well as support provided by Anglia Care Trust.

Since its opening in June 2016, we have accommodated 30 families which has saved on average £350 per week, an estimated £10,000 in savings overall.

This has contributed to our annual savings in our spending on bed and breakfast accommodation for those who are homeless. We spent £86,677 on bed and breakfast accommodation in 2016/17 compared to £98,200 in 2015/16 and £208,600 in 2014/15.

We hope to continue to work with our partners to identify further units of temporary accommodation to ensure homeless individuals have safe and suitable accommodation to meet their needs and to help us make additional savings.

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Case Study: Transformation Challenge Award (TCA)

Suffolk received £3.3 million from the Department of Communities and Local Government Transformation Challenge Award fund in April 2015. The purpose of this fund is to reduce costs and improve services for local people through a programme of collaboration and integration across the "Suffolk System", made up of county, district and borough councils, police, health, voluntary and community organisations.

Together these organisations face significant challenges in delivering services and supporting families and communities against a backdrop of increasing demand and reducing budgets. Working across boundaries seeking to deliver improved service outcomes can be challenging and complex but we have a high level of ambition to accelerate collaboration and integration across the "Suffolk System". Some of the early TCA funding has been used to build capacity for change and to unblock barriers to collaborative/integrated approaches. This has been achieved through initiatives such as:

- Investing in workforce development across organisations.
- Creating twelve posts across the 'Suffolk System' on the town planning apprentice programme in response to national and regional skills shortage in planning. This will speed up the planning system across the county and unlock sites for growth.
- Employing a system-wide data and insight coordinator, who provides additional capacity for collaborative working around data and analysis to ensure that, as public money gets ever tighter, decision-making and service improvements are based on relevant information and insight.
- Introducing Local Area Co-ordinators to support people to engage with community resources to build local resilience and connections, and to prevent the need for statutory services.
- The families and communities team in West Suffolk councils hosting a Suffolk County Council staff member, creating a more joined-up service offer.
- Rolling out the 'Connect' programme, an approach for place-based, multi-agency working, to nine sites across east and west Suffolk, following successful pilots in Sudbury and East Ipswich.
- Creating a Joint People Strategy across Suffolk, that aligns processes that will make it quicker and cheaper to move staff between organisations and encourage collaboration, for example, through a 'system-wide secondment model'.

The above initiatives have had a range of impacts to improve joined-up working but also directly on local people and places.

A specific example of joint working has been a comprehensive review of the Suffolk Observatory website focussed on the need to improve evidence-based policy across the public sector and provide easy to use information about Suffolk for residents, businesses and communities. As a result of this review, the Suffolk Observatory will be completely redesigned and

relaunched in 2017. Analysis and insight work has also enabled the Suffolk Fire and Rescue Service to prioritise preventative visits to those households with the highest risk of fire.

Another example of collaborative working is Homestart Suffolk, who are commissioned to provide Community Family Support (CFS) service across Suffolk. This service offers early help befriending and practical assistance support to families with children under 12. The service is key in reducing rural and social isolation; improving family relationships; supporting learning and development and supporting school attendance. The service is provided by matching a family with a CFS outreach volunteer, who will visit the family on a weekly basis. Evaluation of Homestart Suffolk found good evidence that it was having a considerable impact and preventing the need for statutory intervention.

Case study: Toggam Solar Farm

In a quiet field on the edges of Suffolk, more than 47,000 solar panels are silently generating electricity and income to invest in the future of everyday services for our communities in Forest Heath.

Forest Heath District Council bought the solar farm in July 2016 as part of its long term investment strategy. With removal of the revenue support grant and depressed high street equity investment rates, we have had to get creative and develop our commercial approach.

The solar farm will mean that even after Forest Heath's capital outlay of £14.2m has been recouped, based on current assumptions, the Council will still generate an additional income of at least £300,000 in the first year eventually rising to just over £700,000 per annum by around year 10 (of the 25 year project) through selling on generated electricity and claiming renewable energy incentive payments, known as ROCs.

The generated electricity will be enough to power 3,000 homes and offset carbon dioxide emissions equivalent to 2,000 cars.

In the future, as part of our Community Energy Plan, the solar farm could provide energy to our offices and leisure centres, helping us and our partners to save money on energy costs on top of the income it will bring in.



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Case Study: Legal shared service – working in partnership

Shared services among council partnerships are well established in Suffolk, however last year saw four councils go one step further by setting up a shared legal service which went live on 1 November 2016.

Babergh, Forest Heath, Mid Suffolk and St Edmundsbury councils have similar requirements when it comes to dealing with legal issues. These include working on planning, property, commercial and contract law, land and lease agreements, prosecutions, agreements with developers, and advising on everyday legal matters. Almost every project has a legal aspect to it, whether it is technical legal advice, understanding options and mitigating risk, or ensuring that the councils always keep within the law. There will always be times when councils need specialist advice from external sources but work done by our own legal teams reduces the spend on external law firms.

The new service is based at West Suffolk councils' offices in Bury St Edmunds and Mildenhall, with the use of video and teleconferencing facilities reducing the need to travel for meetings. The team of 10 lawyers as well as legal assistants, specialist business support and trainees, operate a business partner model enabling the lawyers to help the organisations achieve their strategic aims through collaborative working.

Through a successful collaborative approach, the councils have created a sustainable, fit for purpose and high performing in-house legal service which provides value for money. This demonstrates our commitment to being resourceful, resilient, innovative and proactively looking to extend skills to support the new ways that councils need to work in the future.

Although the service is still in the early days of delivery, the team are on track to deliver the core aims of the service; building team resilience, succession planning, increasing capacity through sharing resource, generating greater efficiencies, reducing external spend and creating income opportunities.

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Cabinet



Forest Heath
District Council

Title of Report:	West Suffolk Community Energy Plan – Investing in New Opportunities	
Report No:	CAB/FH/17/036	
Report to and date:	Cabinet	20 June 2017
Portfolio holder:	Councillor Lance Stanbury Portfolio Holder for Planning and Growth Tel: 07970 947704 Email: lance.stanbury@forest-heath.gov.uk	
Lead officer:	Peter Gudde Service Manager (Environmental Health) Tel: 01284 757042 Email: peter.gudde@westsuffolk.gov.uk	
Purpose of report:	To request approval to extend the scope for the Council to invest in a wider range of energy opportunities using already approved capital.	
Recommendation:	It is <u>RECOMMENDED</u> that following the continued success of the Council’s policy to invest and support sustainable energy solutions under the West Suffolk Community Energy Plan, Cabinet approves that the existing delegations are extended, so that the Service Manager (Environmental Health), in consultation with the Portfolio Holder for Planning and Growth, is allowed to authorise the current nominated capital allocation to be spent on any energy-related investment opportunities, where they are in line with the Council’s agreed financial returns and strategic objectives.	
Key Decision: (Check the appropriate box and delete all those that do not apply.)	Is this a Key Decision and, if so, under which definition? Yes, it is a Key Decision - <input type="checkbox"/> No, it is not a Key Decision - <input checked="" type="checkbox"/>	
<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>		
Consultation:	See background reports	
Alternative option(s):	See background reports	

Implications:			
Are there any financial implications? If yes, please give details		Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> <ul style="list-style-type: none"> The recommendation would allow the Council to invest in a wider range of energy-related opportunities using already approved capital provision in line with the Council's financial and policy objectives. 	
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 type="checkbox"/> No <input checked="" type="checkbox"/>	
Are there any equality implications? If yes, please give details		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	
Risk/opportunity assessment:		<i>(potential hazards or opportunities affecting corporate, service or project objectives)</i>	
Risk area	Inherent level of risk (before controls)	Controls	Residual risk (after controls)
Financial - The projects do not achieve the predicted financial returns	High	Conservative assumptions made. Industry advice has been sought in developing the financial models. Project investment will be tightly controlled to achieve highest support Tariffs, or cease project investment should Government cut the tariffs to make the financial model unsustainable	Medium
Legal - Unable to gain permissions and licences to operate	High	Seek legal advice before progressing options	Medium
Economic - lack of market demand	Medium	Carry out soft market testing. Refine the offer and go to test market again before launching	Low
Technological - Complexity of the technologies	Medium	Initial focus is on a mature, low technological risk.	Low
Community - Public concern. Lack of effective engagement and communication to explain and gain support	High	Develop an engagement and communications plan	Medium
Ward(s) affected:		All Wards	

Background papers: <i>(all background papers are to be published on the website and a link included)</i>	COU/FH/14/011 dated 10 December 2014 CAB/FH/16/014 dated 5 April 2016 Community Energy Plan update report to WS Joint Growth Steering Group: JGG/JT/17/002 dated 6 th June 2017
Documents attached:	None

1. Key issues and reasons for recommendation(s)

1.1 Background

1.1.1 Forest Heath District Council working together with St Edmundsbury Borough Council is committed to a sustainable energy policy to help manage growth, support existing communities and attract more investment.

1.1.2 In December 2014, the councils approved investment in a West Suffolk Community Energy Plan (report COU/FH/14/011 dated 10 December 2014 refer) with an update provided in 2016 (report CAB/FH/16/014 dated 5 April 2016 refers). This sets out the shared aim for all in West Suffolk to be able to make sustainable energy choices, reduce the impact of energy cost volatility and move from fossil fuels.

1.1.3 Under the Community Energy Plan, the Councils have been working to combine current energy efficiency work with a renewable energy investment programme to be able to fulfil the following outcomes:

- A long term, sustainable source of revenue for the Councils
- Households, businesses and communities in West Suffolk which are less reliant on fossil-based energy
- Locally-owned renewable energy generation to the benefit of the local taxpayer.

1.1.4 The Council has been successfully investing in energy efficiency and renewable energy opportunities and has allocated capital to deliver financial returns, reduce the operational costs, save money for households and businesses and reduce carbon emissions.

1.1.5 This Council's energy generation initiatives have included investment in solar photovoltaics (PV) and biomass heating which generated in the last year around £101,000 of income and along with around £37,000 of energy savings at host buildings and the users, which include local businesses.

Typical generation each year		Equivalent household electricity use		Avoided CO ₂ arising from Solar generation and biomass heating each year ¹	
481,100	kWh/yr	130	homes	207	tonnes

Table 1: Outcomes of our investment in Solar since 2012 (excluding Toggam Solar)

1.1.6 The current portfolio of investment in renewable energy, whether located on council property or hosted by others through Solar for Business or Renewable Heat for Business, is on target to deliver or exceed the rates of return that were originally predicted in the supporting reports and are making a significant contribution to meeting the Councils' Medium Financial Strategy.

1.1.7 In July 2016, Forest Heath District Council purchased Toggam Solar Farm,

1

Estimate based on latest Ofgem published figures <https://www.ofgem.gov.uk/gas/retail-market/monitoring-data-and-statistics/typical-domestic-consumption-values>

Based on published conversion factors for grid electricity consumption

<https://www.gov.uk/government/publications/greenhouse-gas-reporting-conversion-factors-2016>

which at 12.4MW (megawatts) is believed to be the largest local authority-owned solar farm in England. Over the last year, the solar farm has generated around 11 million kWh, enough electricity to power 3,000 homes and offset CO₂ emissions from 2,000 cars.

- 1.1.8 We are looking to develop ambitious new facilities, linked to the Government's One Public Estate Programme, to rationalise and improve the public estate in West Suffolk for the benefit of local people. The Mildenhall Hub is being designed to take advantage of the latest energy efficiency and renewable energy technologies to reduce the operational cost of the new facilities and where viable develop investment return. This investment proposal will be the subject of a separate business case for consideration by members.
- 1.1.9 A summary of the range of work undertaken as part of the West Suffolk Community Energy Plan was reported to West Suffolk Growth Group in June 2017 (Report no. JGG/JT/17/002 refers).

2. Next steps

- 2.1 The current approved scope of technologies supported by the Council covers solar power generation as part of our Solar for Business (Rent-a-roof) scheme, renewable heat as part of Renewable Heat for Business scheme and energy efficiency financing.
- 2.2 Since 2016, the opportunities to invest in energy-saving and generating technologies have continued to grow. Examples include the use of battery storage technology to increase the amount of energy used alongside solar panels, and voltage optimisation which has been shown in some applications to significantly cut energy use in a building by better management of electricity fluctuations in the grid.
- 2.3 It is proposed, therefore, that the existing approved delegations be extended to authorise the current nominated capital allocation to be spent on any energy-related investment opportunities where they are in line with the Council's agreed financial returns and strategic objectives. This would, therefore, allow investment in new technologies as they become commercially attractive.
- 2.4 By extending the scope of already allocated capital investment, the Council will be able to build upon the successes of its shared policy of encouraging sustainable energy solutions and in particular the West Suffolk Community Energy Plan. This approach has enabled the Council to help communities generate or save electricity locally, engage with energy companies and take advantage of opportunities to create income.

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Cabinet



Forest Heath
District Council

Title of Report:	Modern Slavery and Anti-Trafficking Statement	
Report No:	CAB/FH/17/037	
Report to and date:	Cabinet	20 June 2017
Portfolio holder:	Councillor James Waters Leader of the Council Tel: 07771 621038 Email: james.waters@forest-heath.gov.uk	
Lead officer:	Karen Points Assistant Director (HR, Legal & Democratic Services) Tel: 01284 757015 Email: karen.points@westsuffolk.gov.uk	
Purpose of report:	<p>1.1 The Modern Slavery Act 2015 is designed to tackle slavery in the UK and consolidates previous offences relating to trafficking and slavery.</p> <p>1.2 Section 54 requires commercial organisations with a turnover of more than £36m to publish an annual "<i>slavery and human trafficking statement</i>". Organisations are required to set out the steps they have taken to ensure that slavery is not taking place in any part of the business or supply chain.</p> <p>1.3 This statement, is made pursuant to section 54 (1) of the Modern Slavery Act 2015 and constitutes our slavery and human trafficking statement relating to actions and activities during the financial year 1 April 2017 to 31 March 2020 and whilst local authorities are not required to comply, by law, with section 54 it is provided as a measure of best practice protecting our supply chain.</p> <p>1.4 It sets out the West Suffolk Councils' actions to understand all potential modern slavery risks related to their activities and to put in place</p>	

	steps that are aimed at ensuring that there is no slavery or human trafficking in their own activities and in their supply chains.		
Recommendation:	It is <u>RECOMMENDED</u> that, Cabinet endorse and approve the Modern Slavery and Anti-Trafficking Statement.		
Key Decision: <i>(Check the appropriate box and delete all those that do not apply.)</i>	<i>Is this a Key Decision and, if so, under which definition?</i> Yes, it is a Key Decision - <input type="checkbox"/> No, it is not a Key Decision - <input checked="" type="checkbox"/>		
<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>			
Consultation:	<ul style="list-style-type: none"> There is no requirement to consult on this Statement. 		
Alternative option(s):	<ul style="list-style-type: none"> It is a legal requirement to publish an Annual Statement, so no other options were 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"/> Section 54 of the Modern Slavery Act 2015 requires the Councils to consider Modern Slavery as part of its procurement strategy, ensuring that contractors and third parties have policies in place and adhere to the law and their responsibilities. West Suffolk Councils are committed to ensuring that suppliers adhere to the highest standards of ethics.	
Are there any equality implications? <i>If yes, please give details</i>	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>	
Risk/opportunity assessment: <i>(potential hazards or opportunities affecting corporate, service or project objectives)</i>			
Risk area	Inherent level of risk (before controls)	Controls	Residual risk (after controls)
	Low/Medium/ High*		Low/Medium/ High*
Legal risk of non-compliance	Low	Formal approval by Cabinet	Low

Transparency/ reputational risk	Low	Formal approval as above, annual reviews and transparency through website	Low
Ward(s) affected:		All Wards	
Background papers: <i>(all background papers are to be published on the website and a link included)</i>		Not applicable	
Documents attached:		Appendix 1 - Modern Slavery and Anti- Trafficking Statement	

1. Key issues and reasons for recommendation(s)

- 1.1 The Councils recognise the key importance of safeguarding vulnerable individuals/groups and of raising awareness.
- 1.2 The overall aims of the Modern Slavery Act 2015 are to pursue organised criminals and opportunistic individuals behind the modern-day slave trade and to prevent people from engaging in modern slavery crime. Other aims are to protect vulnerable people by raising awareness and protecting them from becoming victims and to be better prepared for when these crimes do take place and reduce the harm they cause.
- 1.3 Modern Slavery is estimated to be one of the world's most profitable criminal activities. A 2014 assessment, conducted by the Home Office, estimated that there were between 10,000 and 13,000 victims in the UK. Sexual exploitation is the most common form of modern slavery currently reported by potential victims in the UK, followed by labour exploitation, forced criminal exploitation and domestic servitude.
- 1.4 Section 54 of the Act requires the Councils to consider Modern Slavery as part of its procurement strategy, ensuring that contractors and third parties have policies in place and adhere to the law and their responsibilities. West Suffolk councils are committed to ensuring that suppliers adhere to the highest standards of ethics.
- 1.5 Since 1 October 2015, commercial organisations that carry on a business or part of business in the UK, supply goods or services and have an annual turnover of £36 million or more have been required under Section 54 of the Act to prepare a slavery and human trafficking statement as defined by section 54 of the Act. The organisation requires in scope suppliers tendering for OJEU contracts to comply with the requirements of Modern Slavery Act 2015, as a mandatory selection criteria.
- 1.6 In terms of best practice and with reference to Section 54 of the Act, the Councils will publish a statement of the steps it has taken to ensure that slavery and human trafficking is not taking place in any of its supply chains, or in any part of its business.

Forest Heath & St Edmundsbury councils



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Modern Slavery and Human Trafficking Statement

March 2017

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Modern Slavery and Human Trafficking Statement

1. Introduction

- 1.1 This statement sets out the West Suffolk Councils' actions to understand all potential modern slavery risks related to their activities and to put in place steps that are aimed at ensuring that there is no slavery or human trafficking in their own activities and in their supply chains. This statement relates to actions and activities during the financial year 1 April 2017 to 31 March 2020.
- 1.2 As part of local government, West Suffolk Councils recognise their responsibilities to take a robust approach to slavery and human trafficking.
- 1.3 The councils are absolutely committed to preventing slavery and human trafficking in their corporate activities, and to ensuring that supply chains are free from slavery and human trafficking.

Definition of modern slavery

- 1.4 Modern slavery includes a range of types of exploitation, many of which occur together. These include but are not limited to¹:
 - Sexual exploitation: 42% of all reported trafficking victims in the UK are victims of sexual exploitation. This includes sexual abuse, forced prostitution and the abuse of children for the production of child abuse images/videos.
 - Domestic servitude: this involves victims being forced to work in usually private households, performing domestic chores and childcare duties. 24% of reported victims in the UK are children.
 - Forced labour: This can happen in various industries, including construction, manufacturing, laying driveways, hospitality, food packaging, agriculture, maritime and beauty (nail bars). One fifth of all reported forced labour victims are children – an increase of 24% since 2012. Three quarters of all reported forced labour victims are male.
 - Criminal exploitation: This can be understood as the exploitation of a person to commit a crime, such as pick-pocketing, shop-lifting, cannabis cultivation, drug trafficking and other similar activities that are subject to penalties and imply financial gain for the trafficker.
 - Other forms of exploitation include organ removal, forced begging fraud, marriage and illegal adoption.

2. Organisational Structure and Supply Chains

- 2.1 This statement covers the activities of the West Suffolk Councils:

1

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/344453/Reference_briefing_final.pdf

- Forest Heath District Council
- St Edmundsbury Borough Council

2.2 The councils currently operate in the following countries:

- England – provision of local government services in West Suffolk

2.3 The councils will conduct dynamic risk assessment of their activities in assessing whether or not particular activities are high risk in relation to slavery or human trafficking. Any concerns should be raised initially with the officer responsible for Safeguarding.

High-risk activities

2.4 The following activities are considered to be at high risk of slavery or human trafficking:

- We consider we have no high risk activities.

Responsibility

2.5 Responsibility for the organisation's anti-slavery initiatives is as follows

- **Policies:** The Assistant Director (HR, Legal and Democratic Services) is responsible for reviewing this policy and the Procurement Officer is responsible for keeping under review contract procedures where a risk is identified in the supply chain. This policy will be reviewed on a 3 year cycle or when legislation changes.
- **Risk assessments/Investigations/due diligence:** It is the responsibility of the Procurement Officer to ensure that procurement processes are robust in identifying risks in relation to slavery and human trafficking, and explain their specific role.
- **Responsibility:** It is the responsibility of the officer responsible for safeguarding to ensure any risks or issues identified outside of the supply chain are dealt with appropriately and in a timely fashion and in accordance with safeguarding procedures.

3. **Relevant Policies**

3.1 The council operates the following policies that describe their approach to the identification of modern slavery risks and steps to be taken to prevent slavery and human trafficking in their operations

- **Whistleblowing policy** - The Councils encourage all their workers, customers and other business partners to report any concerns related to the direct activities, or the supply chains of, the organisation. This includes any circumstances that may give rise to an enhanced risk of slavery or human trafficking. The councils' whistleblowing procedure is designed to make it easy for workers to make disclosures, without fear of retaliation.

- **Employee code of conduct** - The councils' code makes clear to employees the actions and behaviour expected of them when representing the council. The councils strive to maintain the highest standards of employee conduct and ethical behaviour when managing the supply chain.
- **Supplier Selection** - The councils are committed to ensuring that suppliers adhere to the highest standards of ethics. Since 1 October 2015, commercial organisations that carry on a business or part of business in the UK, supply goods or services and have an annual turnover of £36 million or more have been required under Section 54 of the Act to prepare a slavery and human trafficking statement as defined by section 54 of the Act. The organisation requires in scope suppliers tendering for OJEU contracts to comply with the requirements of Modern Slavery Act 2015, as a mandatory selection criteria.

The councils allow potential suppliers to self-declare that they meet the relevant criteria in the supplier selection stage; the winning supplier is required to submit evidence.

If a supplier seriously misrepresents any factual information in filling in the Selection Questionnaire, and so induce an authority to enter into a contract, there could be significant consequences. The supplier may be excluded from the procurement procedure, and from bidding for other contracts for three years. If a contract has been entered into, the supplier may be sued for damages and the contract may be rescinded. If fraud, or fraudulent intent, can be proved, the supplier or supplier's responsible officers may be prosecuted and convicted of the offence of fraud by false representation, and the supplier must be excluded from further procurements for five years.

- **Recruitment/Agency workers policy** - The councils use only specified, reputable employment agencies to source labour and always verifies the practices of any new agency it is using before accepting workers from that agency. New employees are thoroughly and properly vetted for their eligibility to work in the UK in accordance with Home Office and Cabinet Office security guidelines as appropriate.
- **Safeguarding children and vulnerable adults policy.** Our safeguarding policy sets out our duty to spot signs of potential abuse amongst children and vulnerable adults, which may include signs of trafficking or modern slavery.

4. **Performance**

4.1 The councils consider it is low risk on the basis that we have no suppliers from outside the UK or staff working abroad. However, the councils

- require all HR Professionals to be suitably qualified in relation to recruitment procedures. Further all recruiting managers are supported

by HR staff and training is offered in recruitment and interviewing techniques.

- has in place procurement procedures written and amended in the light of the Act; and
- keeps under review supply chain and contract procedures.

5. **Training**

5.1 The councils will seek to develop an on-line/e-learning package for staff including those regularly awarding OJEU contracts, those in roles involving significant contact with the public, and HR professionals working within the council, providing training on modern slavery in the next two years.

5.2 The councils' modern slavery training will cover:

- our business's purchasing practices, which influence supply chain conditions and which should therefore be designed to prevent purchases at unrealistically low prices, the use of labour engaged on unrealistically low wages or wages below a country's national minimum wage, or the provision of products by an unrealistic deadline;
- how to assess the risk of slavery and human trafficking in relation to various aspects of the business, including resources and support available;
- how to identify the signs of slavery and human trafficking;
- what initial steps should be taken if slavery or human trafficking is suspected;
- how to escalate potential slavery or human trafficking issues to the relevant person within the council;
- what external help is available, for example through the Modern Slavery Helpline, Gangmasters and Labour Abuse Authority and "Stronger together" initiative;
- what messages, business incentives or guidance can be given to suppliers and other business partners and contractors to implement anti-slavery policies; and

6. **Awareness-Raising Programme**

6.1 As well as training key staff, the councils will raise awareness of modern slavery issues by circulating information through intranet links and messages.

6.2 The information available to staff will explain:

- the basic principles of the Modern Slavery Act 2015;
- how employers can identify and prevent slavery and human trafficking;
- what employees can do to flag up potential slavery or human trafficking issues to the relevant person within the council; and
- what external help is available, for example through the Modern Slavery Helpline.

Council Approval

This statement has been approved by the Council who will review and update it annually.

Revisions

Date of review or revision	Reason	Author
March 2017	New Policy (legislation)	Karen Points
	Adopted by Council	

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Forest Heath District Council

Report No: CAB/FH/17/038

Decisions Plan

Key Decisions and other executive decisions to be considered

Date: 1 June 2017 to 31 May 2018

Publication Date: 19 May 2017

The following plan shows both the key decisions and other decisions/matters taken in private, that the Cabinet, Joint Committees or Officers under delegated authority, are intending to take up to 31 May 2018. This table is updated on a monthly rolling basis and provides at least 28 clear days' notice of the consideration of any key decisions and of the taking of any items in private.

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

Members of the public may wish to:

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

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

Expected Decision Date	Subject and Purpose of Decision	Reason for taking item in private (see Note 1 for relevant exempt paragraphs)	Decision (D), Key Decision (KD) or Rec (R) to Council on date (see Note 2 for Key Decision definitions)	Decision Taker (see Note 3 for membership)	Portfolio Holder Contact Details	Lead Officer Contact Details	Wards Affected	Documents to be submitted
20/06/17 <i>(deferred from 16/05/17)</i>	Leisure Opportunities in Newmarket Following the publication of the Forest Heath Retail and Leisure Study 2016, the Cabinet will be asked to consider opportunities to enhance the leisure offer in Newmarket.	Exempt Appendix: Paragraph 3	(D)	Cabinet	Lance Stanbury Planning and Growth 07970 947704	Jill Korwin Director 01284 757252	All Saints; Severals; St Mary's	Report to Cabinet
20/06/17	Renewable Energy Provision for the Mildenhall Hub The Cabinet will be asked to consider a standalone business case for, and investment in, the provision of renewable energy technology at the Mildenhall hub (in accordance with the authority delegated to Cabinet by Council on 22 February 2017)	Paragraph 3	(KD)	Cabinet	James Waters Leader of the Council 07771 621038	Peter Gudde Acting Head of Regulatory Services 01284 757042	Great Heath; Market	Report to Cabinet

Expected Decision Date	Subject and Purpose of Decision	Reason for taking item in private (see Note 1 for relevant exempt paragraphs)	Decision (D), Key Decision (KD) or Rec (R) to Council on date (see Note 2 for Key Decision definitions)	Decision Taker (see Note 3 for membership)	Portfolio Holder Contact Details	Lead Officer Contact Details	Wards Affected	Documents to be submitted
20/06/17	<p>West Suffolk Annual Report 2016/2017</p> <p>Following scrutiny by the Overview and Scrutiny Committee, the Cabinet will be asked to consider the West Suffolk Annual Report 2016/2017, which has been jointly produced with St Edmundsbury Borough Council.</p>	Not applicable	(D)	Cabinet	James Waters Leader of the Council 07771 621038	Davina Howes Assistant Director (Families and Communities) 01284 757070	All Wards	Report to Cabinet, with recommendations from the Overview and Scrutiny Committee
20/06/17	<p>West Suffolk Community Energy Plan - Update 2016/2017</p> <p>Following previous approval given for a capital allocation of a rent-a-roof solar scheme for business, which was subsequently extended to support other specific investment schemes, the Cabinet will be asked to consider extending this allocation further to cover energy efficiency and renewable energy</p>	Not applicable	(D)	Cabinet	Lance Stanbury Planning and Growth 07970 947704	Peter Gudde Acting Head of Regulatory Services 01284 757042	All Wards	Report to Cabinet

Expected Decision Date	Subject and Purpose of Decision	Reason for taking item in private (see Note 1 for relevant exempt paragraphs)	Decision (D), Key Decision (KD) or Rec (R) to Council on date (see Note 2 for Key Decision definitions)	Decision Taker (see Note 3 for membership)	Portfolio Holder Contact Details	Lead Officer Contact Details	Wards Affected	Documents to be submitted
	schemes delivering similar financial and environmental returns.							
20/06/17	<p>Discretionary Business Rates Relief Scheme</p> <p>The Cabinet will be asked to approve a new discretionary Business Rates Relief Scheme, which will include the methodology and financial implications. This proposes to be a joint scheme with St Edmundsbury Borough Council.</p>	Not applicable	(D)	Cabinet	Stephen Edwards Resources and Performance 07904 389982	Rachael Mann Assistant Director (Resources and Performance) 01638 719245 Joanne Howlett Service Manager (Finance and Performance) 01284 757264	All Wards	Report to Cabinet
20/06/17	<p>Newmarket Open Door</p> <p>The Cabinet will be asked to consider a request for financial support from Newmarket Open Door to secure an existing property for the provision of supported accommodation.</p>	Paragraph 3	(D)	Cabinet	Robin Millar Families and Communities 07545 423782 Sara Mildmay-White West Suffolk Lead for Housing 01359 270580	Davina Howes Assistant Director (Families and Communities) 01284 757070	All Wards	Report to Cabinet

Expected Decision Date	Subject and Purpose of Decision	Reason for taking item in private (see Note 1 for relevant exempt paragraphs)	Decision (D), Key Decision (KD) or Rec (R) to Council on date (see Note 2 for Key Decision definitions)	Decision Taker (see Note 3 for membership)	Portfolio Holder Contact Details	Lead Officer Contact Details	Wards Affected	Documents to be submitted
					sara.mildmay-white@stedsbcc.gov.uk			
20/06/17	<p>Adoption of a Public Space Protection Order (PSPO)</p> <p>The Cabinet will be provided with an update on the outcome of the public consultation concerning the Public Space Protection Order (PSPO) and to seek approval for the formal adoption of the Order.</p>	Not applicable	(D)	Cabinet	Robin Millar Families and Communities 07545 423782	<p>Mark Walsh Assistant Director (Operations) 01284 757300</p> <p>Mark Christie Service Manager (Business) 01638 719220</p> <p>Damien Parker Service Manager (Operations, Leisure and Culture) 01284 757090</p>	All Wards	Report to Cabinet
20/06/17	<p>West Suffolk Joint Pay Policy Statement 2017/2018</p> <p>The Cabinet will be asked to recommend to full Council, approval of the Pay Policy Statement for</p>	Not applicable.	(R) - Council 26/07/17	Cabinet/ Council	Stephen Edwards Resources and Performance 07904 389982	Karen Points Assistant Director (HR, Legal and Democratic Services) 01284 757015	All Wards	Report to Cabinet, with recommendations to Council

Expected Decision Date	Subject and Purpose of Decision	Reason for taking item in private (see Note 1 for relevant exempt paragraphs)	Decision (D), Key Decision (KD) or Rec (R) to Council on date (see Note 2 for Key Decision definitions)	Decision Taker (see Note 3 for membership)	Portfolio Holder Contact Details	Lead Officer Contact Details	Wards Affected	Documents to be submitted
	2017/2018, which had been jointly produced with St Edmundsbury Borough Council.							
20/06/17	Modern Slavery and Human Trafficking Statement The Cabinet will be asked to endorse and approve the Modern Slavery and Human Trafficking Statement.	Not applicable	(D)	Cabinet	James Waters Leader of the Council 07771 621038	Karen Points Assistant Director (HR, Legal and Democratic Services) 01284 757015	All Wards	Report to Cabinet
12/09/17 <i>(deferred from 20/06/17)</i>	Leisure Investment Fund: Consideration of Business Case for Investment The Cabinet will be asked to consider a detailed proposal for investment in the Council owned leisure facilities at Newmarket Leisure Centre and at Brandon Leisure Centre, to deliver a revenue saving to the Council and	Paragraph 3	(KD)	Cabinet	Andy Drummond Leisure and Culture 01638 666888	Jill Korwin Director 01284 757252	All Saints; Brandon East; Brandon West; Severals; St Mary's	Report to Cabinet

Expected Decision Date	Subject and Purpose of Decision	Reason for taking item in private (see Note 1 for relevant exempt paragraphs)	Decision (D), Key Decision (KD) or Rec (R) to Council on date (see Note 2 for Key Decision definitions)	Decision Taker (see Note 3 for membership)	Portfolio Holder Contact Details	Lead Officer Contact Details	Wards Affected	Documents to be submitted
	enhanced user experience.							
12/09/17	<p>Revenues Collection and Performance Write-Offs</p> <p>The Cabinet will be asked to consider writing-off outstanding debts detailed in the exempt Appendices.</p>	Paragraphs 1 and 2	(KD)	Cabinet	Stephen Edwards, Resources and Performance 07904 389982	Rachael Mann Assistant Director (Resources and Performance) 01638 719245	All Wards	Report to Cabinet, with exempt Appendices
24/10/17	<p>West Suffolk Local Code of Corporate Governance</p> <p>The Cabinet will be asked to consider the recommendations of the Performance and Audit Scrutiny Committee in respect of seeking approval for the West Suffolk Local Code of Corporate Governance. This has been jointly produced with St Edmundsbury Borough Council and will be subject to approval of full Council.</p>	Not applicable	(R) - Council 20/12/17	Cabinet/ Council	Stephen Edwards Resources and Performance 07904 389982	Rachael Mann Assistant Director (Resources and Performance) 01638 719245	All Wards	Recommendations of the Performance and Audit Scrutiny Committee to Cabinet and Council

Expected Decision Date	Subject and Purpose of Decision	Reason for taking item in private (see Note 1 for relevant exempt paragraphs)	Decision (D), Key Decision (KD) or Rec (R) to Council on date (see Note 2 for Key Decision definitions)	Decision Taker (see Note 3 for membership)	Portfolio Holder Contact Details	Lead Officer Contact Details	Wards Affected	Documents to be submitted
24/10/17	<p>Delivering a Sustainable Budget 2018/2019</p> <p>The Cabinet will be asked to consider recommendations of the Performance and Audit Scrutiny Committee for recommending to Council on proposals for achieving a sustainable budget in 2018/2019.</p>	Not applicable	(R) - Council 20/12/17	Cabinet/ Council	Stephen Edwards Resources and Performance 07904 389982	Rachael Mann Assistant Director (Resources and Performance) 01638 719245	All Wards	Recommendations of the Performance and Audit Scrutiny Committee to Cabinet and Council
14/11/17	<p>Overarching Strategy for Facilitating Growth and Investment</p> <p>The Cabinet will be asked to recommend to Council, approval of an overarching strategy for the facilitation of growth and investment by the West Suffolk Councils. This will be considered at a joint meeting with St Edmundsbury Borough Council's Cabinet and will also have been subject to scrutiny by both Councils'</p>	Not applicable	(R) - Council 20/12/17	Cabinet/ Council	<p>Lance Stanbury Planning and Growth 07970 947704</p> <p>Stephen Edwards Resources and Performance 07904 389982</p>	<p>Julie Baird Assistant Director (growth) 01284 757613</p> <p>Rachael Mann Assistant Director (Resources and Performance) 01638 719245</p>	All Wards	Report to Cabinet, with recommendations to Council

Expected Decision Date	Subject and Purpose of Decision	Reason for taking item in private (see Note 1 for relevant exempt paragraphs)	Decision (D), Key Decision (KD) or Rec (R) to Council on date (see Note 2 for Key Decision definitions)	Decision Taker (see Note 3 for membership)	Portfolio Holder Contact Details	Lead Officer Contact Details	Wards Affected	Documents to be submitted
	Overview and Scrutiny Committees.							
12/12/17 <i>(deferred from 16/05/17)</i>	West Suffolk Information Strategy The Cabinet will be asked to consider the recommendations of the Overview and Scrutiny Committee and recommend to full Council, approval of a West Suffolk Information Strategy, which had been jointly produced with St Edmundsbury Borough Council.	Not applicable	(D)	Cabinet	Stephen Edwards Resources and Performance 07904 389982	Rachael Mann Assistant Director (Resources and Performance) 01638 719245 Kevin Taylor Service Manager (ICT) 01284 757230	All Wards	Recommendations of the Overview and Scrutiny Committee to Cabinet and Council
12/12/17	Local Council Tax Reduction Scheme and Council Tax Technical Changes 2018/2019 The Cabinet will be asked to consider proposals for the Local Council Tax Reduction Scheme and Council Tax Technical	Not applicable	(R) - Council 20/12/17	Cabinet/ Council	Stephen Edwards Resources and Performance 07904 389982	Rachael Mann Assistant Director (Resources and Performance) 01638 719245	All Wards	Report to Cabinet, with recommendations to Council

Expected Decision Date	Subject and Purpose of Decision	Reason for taking item in private (see Note 1 for relevant exempt paragraphs)	Decision (D), Key Decision (KD) or Rec (R) to Council on date (see Note 2 for Key Decision definitions)	Decision Taker (see Note 3 for membership)	Portfolio Holder Contact Details	Lead Officer Contact Details	Wards Affected	Documents to be submitted
	Changes for 2018/2019, prior to seeking its approval by Council.							
12/12/17	Tax Base for Council Tax Setting Purposes 2018/2019 The Cabinet will be asked to consider the Tax Base for Council Tax Setting Purposes for 2018/2019, prior to seeking its approval by Council.	Not applicable	(R) - Council 20/12/17	Cabinet/ Council	Stephen Edwards Resources and Performance 07904 389982	Rachael Mann Assistant Director (Resources and Performance) 01638 719245	All Wards	Report to Cabinet, with recommendations to Council
12/12/17	Applications for Community Chest Funding 2018/2019 The Cabinet will be asked to consider applications for the Community Chest funding for 2018/2019.	Not applicable	(KD) Applications for the 2019/2020 year and beyond are also subject to the budget setting process	Cabinet	Robin Millar Families and Communities 07545 423782	Davina Howes Assistant Director (Families and Communities) 01284 757070	All Wards	Report to Cabinet

Expected Decision Date	Subject and Purpose of Decision	Reason for taking item in private (see Note 1 for relevant exempt paragraphs)	Decision (D), Key Decision (KD) or Rec (R) to Council on date (see Note 2 for Key Decision definitions)	Decision Taker (see Note 3 for membership)	Portfolio Holder Contact Details	Lead Officer Contact Details	Wards Affected	Documents to be submitted
12/12/17	<p>Revenues Collection and Performance Write-Offs</p> <p>The Cabinet will be asked to consider writing-off outstanding debts detailed in the exempt Appendices.</p>	Paragraphs 1 and 2	(KD)	Cabinet	Stephen Edwards Resources and Performance 07904 389982	Rachael Mann Assistant Director (Resources and Performance) 01638 719245	All Wards	Report to Cabinet, with exempt Appendices
13/02/18	<p>Treasury Management Report 2017-2018 - Investment Activity (April to December 2017)</p> <p>The Cabinet will be asked to recommend to Council, the approval of the Treasury Management Report 2017-2018 which summarised the investment activity for the period 1 April to 31 December 2017.</p>	Not applicable	(R) - Council 20/02/18	Cabinet/ Council	Stephen Edwards Resources and Performance 07904 389982	Rachael Mann Assistant Director (Resources and Performance) 01638 719245	All Wards	Recommendations of the Performance and Audit Scrutiny Committee to Cabinet and Council

Expected Decision Date	Subject and Purpose of Decision	Reason for taking item in private (see Note 1 for relevant exempt paragraphs)	Decision (D), Key Decision (KD) or Rec (R) to Council on date (see Note 2 for Key Decision definitions)	Decision Taker (see Note 3 for membership)	Portfolio Holder Contact Details	Lead Officer Contact Details	Wards Affected	Documents to be submitted
13/02/18	<p>Annual Treasury Management and Investment Strategy 2018/2019 and Treasury Management Code of Practice</p> <p>The Cabinet will be asked to recommend to Council the approval of the Treasury Management and Investment Strategy 2018/2019, which must be undertaken before the start of each financial year.</p>	Not applicable	(R) - Council 20/02/18	Cabinet/ Council	Stephen Edwards Resources and Performance 07904 389982	Rachael Mann Assistant Director (Resources and Performance) 01638 719245	All Wards	Recommendations of the Performance and Audit Scrutiny Committee to Cabinet and Council
13/02/18	<p>Budget and Council Tax Setting 2018/2019</p> <p>The Cabinet will be asked to consider the proposals for the 2018/2019 budget and Medium Term Financial Strategy, prior to its approval by Council. This report includes the Minimum Revenues Provision (MRP) Policy and Prudential Indicators.</p>	Not applicable	(R) - Council 20/02/18	Cabinet/ Council	Stephen Edwards Resources and Performance 07904 389982	Rachael Mann Assistant Director (Resources and Performance) 01638 719245	All Wards	Report to Cabinet, with recommendations to Council

Expected Decision Date	Subject and Purpose of Decision	Reason for taking item in private (see Note 1 for relevant exempt paragraphs)	Decision (D), Key Decision (KD) or Rec (R) to Council on date (see Note 2 for Key Decision definitions)	Decision Taker (see Note 3 for membership)	Portfolio Holder Contact Details	Lead Officer Contact Details	Wards Affected	Documents to be submitted
03/04/18	<p>Revenues Collection and Performance Write-Offs</p> <p>The Cabinet will be asked to consider writing-off outstanding debts detailed in the exempt Appendices.</p>	Paragraphs 1 and 2	(KD)	Cabinet	Stephen Edwards Resources and Performance 07904 389982	Rachael Mann Assistant Director (Resources and Performance) 01638 719245	All Wards	Report to Cabinet, with exempt Appendices

NOTE 1: DEFINITIONS OF EXEMPT INFORMATION: RELEVANT PARAGRAPHS

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

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

PART 1

DESCRIPTIONS OF EXEMPT INFORMATION: ENGLAND

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

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

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

NOTE 2: KEY DECISION DEFINITIONS

Key decisions are:

- (a) A key decision means an executive decision which, pending any further guidance from the Secretary of State, is likely to:
 - (i) Be significant in terms of its effects on communities living or working in an area in the Borough/District; or
 - (ii) Result in any new expenditure, income or savings of more than £50,000 in relation to the Council's revenue budget or capital programme.
 - (iii) Comprise or include the making, approval or publication of a draft or final scheme which may require, either directly or in the event of objections, the approval of a Minister of the Crown.
- b) A decision taker may only make a key decision in accordance with the requirements of the Executive procedure rules set out in Part 4 of this Constitution.

NOTE 3: MEMBERSHIP OF BODIES MAKING KEY DECISIONS

(a) Membership of the Cabinet and their Portfolios:

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

(b) Membership of the Anglia Revenues Partnership Joint Committee (Breckland Council, East Cambridgeshire District Council, Fenland District Council, Forest Heath District Council, Suffolk Coastal District Council, St Edmundsbury Borough Council and Waveney District Council (Membership amended from 1 December 2015 to one Member/two Substitutes per Authority)

Full Breckland Cabinet Member	Full East Cambridgeshire District Council Cabinet Member	Full Fenland District Council Cabinet Member	Full Forest Heath District Council Cabinet Member	Full Suffolk Coastal District Council Cabinet Member	Full St Edmundsbury Borough Council Cabinet Member	Full Waveney District Council Cabinet Member
Cllr Pablo Dimoglou	Cllr David Ambrose-Smith	Cllr Chris Seaton	Cllr Stephen Edwards	Cllr Richard Kerry	Cllr Ian Houlder	Cllr Mike Barnard
Substitute Breckland Cabinet Members	Substitute East Cambridgeshire District Council Cabinet Members	Substitute Fenland District Council Cabinet Members	Substitute Forest Heath District Council Cabinet Members	Substitute Suffolk Coastal District Council Cabinet Members	Substitute St Edmundsbury Borough Council Cabinet Members	Substitute Waveney District Council Cabinet Members
Cllr Michael Wassell	Cllr Lis Every	Cllr John Clark	Cllr James Waters	Cllr Geoff Holdcroft	Cllr Sara Mildmay-White	Cllr Sue Allen
Cllr Ellen Jolly	Cllr Julia Huffer	Cllr Will Sutton	Cllr David Bowman	Cllr Ray Herring	Cllr Robert Everitt	Cllr Letitia Smith

Karen Points
 Assistant Director (HR, Legal and Democratic Services)
 Date: 19 May 2017

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

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