

Cabinet



Forest Heath
District Council

Title:	Agenda												
Date:	Tuesday 12 December 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

1. Apologies for Absence

2. Minutes

1 - 12

To approve as a correct record the minutes of the Cabinet meetings held on 10 October 2017 (Informal Joint) and 24 October 2017 (attached).

Part 1 - Public

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. West Suffolk Operational Hub

13 - 30

Report No: **CAB/FH/17/057**

Portfolio Holder: David Bowman

Lead Officer: Mark Walsh

**6. Report of the West Suffolk Joint Growth Steering Group:
31 October 2017**

31 - 38

Report No: **CAB/FH/17/058**

Chairman of the Steering Group: Alaric Pugh

Portfolio Holder: Lance Stanbury

Lead Officer: Julie Baird

- 7. Report of the Overview and Scrutiny Committee: 9 November 2017** **39 - 42**
Report No: **CAB/FH/17/059**
Chairman of the Committee: Simon Cole
Lead Officer: Christine Brain
- 8. Recommendations of the Performance and Audit Scrutiny Committee: 29 November 2017 - Mid Year Treasury Management Report 2017/2018 and Investment Activity (1 April to 30 September 2017)** **43 - 46**
Report No: **CAB/FH/17/060**
Portfolio Holder: Stephen Edwards Lead Officer: Rachael Mann
- 9. Recommendations of the Performance and Audit Scrutiny Committee: 29 November 2017 - Delivering a Sustainable Budget 2018/2019** **47 - 52**
Report No: **CAB/FH/17/061**
Portfolio Holder: Stephen Edwards Lead Officer: Rachael Mann
- 10. Local Council Tax Reduction Scheme 2018/2019** **53 - 60**
Report No: **CAB/FH/17/062**
Portfolio Holder: Stephen Edwards Lead Officer: Rachael Mann
- 11. Council Tax Base for Council Tax Setting Purposes 2018/2019** **61 - 72**
Report No: **CAB/FH/17/063**
Portfolio Holder: Stephen Edwards Lead Officer: Rachael Mann
- 12. Draft West Suffolk Strategic Framework 2018-2020** **73 - 102**
Report No: **CAB/FH/17/064**
Portfolio Holder: James Waters Lead Officer: Davina Howes
- 13. Allocation of Community Chest Funding 2018/2019** **103 - 110**
Report No: **CAB/FH/17/065**
Portfolio Holder: Robin Millar Lead Officer: Davina Howes
- 14. Decisions Plan: December 2017 to May 2018** **111 - 128**
To consider the most recently published version of the Cabinet's Decisions Plan

Report No: **CAB/FH/17/066**
Portfolio Holder: James Waters Lead Officer: Ian Gallin

15. Revenues Collection and Performance Write-Offs

129 - 132

Report No: **CAB/FH/17/000**

Portfolio Holder: Stephen Edwards

Lead Officer: Rachael Mann

16. 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

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

133 - 136

Exempt Appendices 1 and 2 to Report No: **CAB/FH/17/067**

Portfolio Holder: Stephen Edwards

Lead Officer: Rachael Mann

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

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

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(Informal Joint) Cabinet



Forest Heath
District Council

Notes of informal discussions of the FHDC/SEBC **Cabinets** held on **Tuesday 10 October 2017** at **6.40 pm** in the **Conference Chamber West, West Suffolk House, Western Way, Bury St Edmunds IP33 3YU**

Present: **Councillors**

St Edmundsbury Borough Council (SEBC)

John Griffiths (in the Chair for the informal discussions)

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

Forest Heath District Council (FHDC)

James Waters

David Bowman	Stephen Edwards
Andy Drummond	Robin Millar

In attendance: Ruth Bowman (FHDC) Susan Glossop (SEBC)

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

(1) General Data Protection Regulations

All Members of Forest Heath District Council's Cabinet had been invited to attend St Edmundsbury Borough Council's Offices at West Suffolk House, Bury St Edmunds 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 St Edmundsbury Borough Council, welcomed all those present to West Suffolk House. The Service Manager (Democratic Services) and Monitoring Officer firstly advised on the 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. **General Data Protection Regulations (Report Nos: CAB/SE/17/047 and CAB/FH/17/046)**

The Cabinets considered the above report, which sought support for the necessary action being taken to ensure the West Suffolk Councils were compliant with the new requirements of the General Data Protection Regulations.

Data Protection was currently governed by the Data Protection Act (DPA) 1998. On 25 May 2018, the General Data Protection Regulations (GDPR) would come into effect, and replace the Data Protection Act. Since the Data Protection Act came into force, the way that organisations dealt with and processed data had dramatically changed in an ever increasing digital world. The GDPR sought to provide a more modern framework for the handling of personal data, increasing the safeguards provided to individuals and improve their rights to access data held by organisations about them. Organisations that failed to comply, resulting in breaches in the way they handled data, could face significant financial penalty.

Councillors Ian Houlder and Stephen Edwards, SEBC's and FHDC's respective Portfolio Holders for Resources and Performance, drew relevant issues to the attention of both Cabinets, including the key differences between GDPR and the Data Protection Act, as outlined in Appendix 1 attached to the report; how the Council was responding to the changes required; and what the changes would mean for Councillors.

Attention was also drawn to the fact that in order to ensure the Councils were compliant with the new requirements of GDPR, approval was sought for a budgetary request of £80,000, which was proposed to be allocated from existing budgetary underspends on a 50:50 basis shared between the two West Suffolk Councils, as outlined in paragraph 2.5 of the report.

A detailed discussion was held on the implications of GDPR on the Councils in general and specifically, on councillors and staff. Emphasis was placed on ensuring suitable training of the changes was put in place for staff and councillors, together with demonstrating that robust procedures and processes were adopted to ensure compliance, particularly given that where organisations fail to comply with GDPR, maximum fines of €20million/4% turnover could be enforced.

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

On the conclusion of the informal joint discussions at 6.56 pm and St Edmundsbury Borough Council's Cabinet meeting, the Chairman then formally opened the meeting of Forest Heath District Council's Cabinet at 6.57 pm in the Conference Chamber West.

Minutes of FHDC Cabinet overleaf.....

Cabinet



Forest Heath
District Council

Minutes of a meeting of the **Cabinet** held on
Tuesday 10 October 2017 at 6.57 pm in the **Conference Chamber West,**
West Suffolk House, Western Way, Bury St Edmunds, IP33 3YU

Present: **Councillors**

Chairman James Waters
Vice Chairman Robin Millar

David Bowman Stephen Edwards
Andy Drummond Lance Stanbury

In attendance: Ruth Bowman

359. **Apologies for Absence**

No apologies for absence were received.

360. **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).

361. **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).

362. **General Data Protection Regulations (Report No: CAB/FH/17/046)**

Further to the joint informal discussions held prior to the meeting with St Edmundsbury Borough Council's Cabinet on Report No: CAB/FH/17/046, it was proposed, seconded and

RESOLVED:

That:-

1. Support be given for the necessary action being taken to ensure compliance with the General Data Protection Regulations (GDPR), ensuring the Council continues to maintain high

standards in the holding, keeping and maintenance of personal and sensitive data.

2. A budget allocation of £80,000 be approved to support compliance with GDPR, to be allocated on a 50:50 basis between the two West Suffolk Councils, as outlined in paragraph 2.5 of Report No: CAB/FH/17/046.

The Meeting concluded at 6.57 pm

Signed by:

Chairman

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Cabinet



Forest Heath
District Council

Minutes of a meeting of the **Cabinet** held on
Tuesday 24 October 2017 at **6.00 pm** in the **Council Chamber, District**
Offices, College Heath Road, Mildenhall, IP28 7EY

Present: **Councillors**

Chairman Robin Millar

Andy Drummond

Stephen Edwards

By Invitation:

Louis Busuttill

(Chairman of the Performance and
Audit Scrutiny Committee)

Simon Cole

(Chairman of the Overview and
Scrutiny Committee)

In Attendance:

Brian Harvey

363. Apologies for Absence

Apologies for absence were received from Councillors David Bowman, Lance Stanbury and James Waters.

364. Minutes

The minutes of the meetings held on 12 September 2017 and 27 September 2017 were unanimously confirmed as a correct record and signed by the Chairman.

365. Open Forum

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

366. Public Participation

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

**367. Report of the Overview and Scrutiny Committee: 14 September 2017
(Report No: CAB/FH/17/047)**

Councillor Simon Cole, Chairman of the Overview and Scrutiny Committee, presented this report which informed the Cabinet of the following items discussed by the Committee on 14 September 2017 and also drew relevant issues to the attention of the Cabinet:

- (1) Annual Presentation by the Cabinet Member of Planning and Growth.
- (2) Work Programme Update.

It was proposed, duly seconded and with the vote being unanimous, it was

RESOLVED:

That the contents of Report No: CAB/FH/17/047, being the report of the Overview and Scrutiny Committee, be noted.

368. Report of the Anglia Revenues and Benefits Partnership Joint Committee: 26 September 2017 (Report No: CAB/FH/17/048)

Councillor Stephen Edwards, Portfolio Holder for Resources and Performance, presented this report which informed the Cabinet of the following items discussed by the Joint Committee on 26 September 2017 and also drew relevant issues to the attention of the Cabinet:

- (1) Highlight Report and Balance Scorecard.
- (2) Finance Report.
- (3) Joint Committee Quoracy.
- (4) ARP Strategic Priorities.
- (5) Welfare Reform Update.

It was proposed, duly seconded and with the vote being unanimous, it was

RESOLVED:

That the contents of Report No: CAB/FH/17/048, being the report of the Anglia Revenues and Benefits Partnership Joint Committee, be noted.

369. Report of the Performance and Audit Scrutiny Committee: 21 September 2017 (Report No: CAB/FH/17/049)

Councillor Louis Busuttil, Chairman of the Performance and Audit Scrutiny Committee, presented this report which informed the Cabinet of the following items which had been discussed by the Committee on 21 September 2017 and also drew relevant issues to the attention of the Cabinet:

- (1) Ernst and Young – Presentation of 2016-2017 ISA 260 Annual Results Report to those Charged with Governance.
- (2) West Suffolk Local Code of Corporate Governance.
- (3) West Suffolk Annual Governance Statement 2016-2017.
- (4) 2016-2017 Annual Statement of Accounts.
- (5) Annual Corporate and Environmental Statement 2016-2017.
- (6) Work Programme Update.

It was proposed, duly seconded and with the vote being unanimous, it was

RESOLVED:

That the contents of Report No: CAB/FH/17/049, being the report of the Performance and Audit Scrutiny Committee, be noted.

370. **Recommendations of Performance and Audit Scrutiny Committee: 21 September 2017 - West Suffolk Local Code of Corporate Governance (Report No: CAB/FH/17/050)**

Councillor Stephen Edwards, Portfolio Holder for Resources and Performance, presented this report which sought approval for the West Suffolk Local Code of Corporate Governance.

In 2016, the Chartered Institute of Public Finance and Accountancy (CIPFA/Solace) updated their guidance, which strongly advocated the production of local Codes of Corporate Governance by local authorities so that they could review and account for their own individual arrangements to effectively discharge their functions and demonstrate their own compliance with good practice.

In light of this, Forest Heath District and St Edmundsbury Borough Councils (the West Suffolk Councils) had taken the opportunity to review their Code which was last produced jointly in 2013.

It was proposed, duly seconded and with the vote being unanimous, it was

RECOMMENDED TO COUNCIL: (20 December 2017)

That, the West Suffolk Local Code of Corporate Governance, attached as Appendix A to Report No: PAS/FH/17/025, be approved.

371. **Report of the West Suffolk Joint Growth Steering Group: 9 October 2017 (Report No: CAB/FH/17/051)**

On behalf of Councillor Lance Stanbury, Portfolio Holder for Planning and Growth, the Service Manager (Economic Development and Growth) presented this report, which informed the Cabinet of the following items discussed by the Steering Group on 9 October 2017 and also drew relevant issues to the attention of the Cabinet:

- (1) Growth Priorities – Evidence Base.
- (2) Future Housing Delivery Options.
- (3) Planning Technical Guidance Note: Minimum Space Standards.
- (4) Response to Hargrave Neighbourhood Plan: Pre-Submission Version 2017-2031 (*The recommendations from this item have been referred for consideration to the St Edmundsbury Borough Council Cabinet only*)
- (5) Work Programme 2017/2018 and Terms of Reference.

It was proposed, duly seconded and with the vote being unanimous, it was

RESOLVED:

That the contents of Report No: CAB/FH/17/051, being the report of the West Suffolk Joint Growth Steering Group, be noted.

372. **First Year Review of Performance of the Council's Solar Farm and Future of its Wholly Owned Company Greenheath Energy Ltd (Report No: CAB/FH/17/052)**

Councillor Stephen Edwards, Portfolio Holder for Resources and Performance presented this report which reported on performance since the purchase of Toggam Solar Farm in July 2016.

The Portfolio Holder explained that in relation to the first year performance, overall, the site had outperformed the modelled performance data for this period. This had resulted in a net benefit of £308,000 (compared to a predicted £300,000 net benefit) to be reinvested into the delivery of much valued district wide services.

As a standalone company, Greenheath Energy Ltd, would be subject to the small company exemption from an external audit, as whilst they had the intercompany asset balance, their turnover was less than £10m and they had less than 10 employees (they had no employees). Therefore, to allow Greenheath Energy to continue to be entitled to the small company audit exemption and in line with the Directors' proposals and having consulted with the Council's Section 151 Officer and Monitoring Officer, it was proposed that the Council, as the shareholder, agreed to the small company audit exemption being applied and the Council to give financial guarantee over Greenheath Energy Ltd and its liabilities.

The solar farm now sat within the direct control of the Council, Greenheath Energy Ltd was not actively trading. Legal advice had been sought on the options for Greenheath Energy Ltd and, therefore, based on the advice received and the work undertaken to ensure that there were no residual liabilities sitting within the company, the Directors recommended that they applied to strike off the company on the shareholders' behalf, once the intercompany loan had been removed and any residual proceeds, assets or liabilities were transferred to the Council.

It was proposed, duly seconded and with the vote being unanimous, it was

RECOMMENDED TO COUNCIL: (20 December 2017)

That:-

1. The first year review of performance of the Council's Solar Farm be noted.
2. Forest Heath District Council, as the shareholder of Greenheath Energy Ltd, agree to the small company audit exemption being applied and the Council to give financial guarantee over Greenheath Energy Ltd.
3. Forest Heath District Council, as the shareholder of Greenheath Energy Ltd, support the Directors to apply to strike off Greenheath Energy Ltd on their behalf.

373. Norfolk and Suffolk Economic Strategy (Report No: CAB/FH/17/053)

On behalf of Councillor Lance Stanbury, Portfolio Holder for Planning and Growth, the Service Manager (Economic Development and Growth) presented this report which sought endorsement of the New Anglia Local Enterprise Partnership's (NALEP) Norfolk and Suffolk Economic Strategy.

Local authorities, businesses, universities and college had been working together with NALEP to develop a new economic strategy for Norfolk and Suffolk, the final version of which was attached as Appendix A to Report No: CAB/FH/17/053. It provided a clear and comprehensive framework for the next steps towards delivery.

Section 3 of the report provided details regarding the implications the content of the Strategy would specifically have on West Suffolk. Paragraphs 3.5 to 3.27 explained the contribution West Suffolk could make to achieving the aims and also what impact those aims would have.

It was proposed, duly seconded and with the vote being unanimous, it was

RESOLVED:

That:-

1. The Norfolk and Suffolk Economic Strategy be endorsed, as contained in Appendix A to Report No: CAB/FH/17/053, as guidance to support the strategy for growth in West Suffolk.
2. The next steps to the delivery of outcomes for West Suffolk communities be agreed, as set out in Section 3 of Report No: CAB/FH/17/053.

374. Decisions Plan: October 2017 to May 2018 [Updated] (Report No: CAB/FH/17/054)

The Cabinet considered Report No: CAB/FH/17/054, which was the Cabinet Decisions Plan covering the period October 2017 to May 2018. This version of the Decisions Plan had been updated since it was last presented to Cabinet on 12 September 2017.

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

The Meeting concluded at 6.30 pm

Signed by:

Chairman

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Cabinet



Forest Heath
District Council

Title of Report:	West Suffolk Operational Hub	
Report No:	CAB/FH/17/057	
Report to and dates:	Cabinet	12 December 2017
	Council	20 December 2017
Portfolio holder:	Councillor David Bowman Portfolio Holder for Operations Tel: 07711 593737 Email: david.bowman@forest-heath.gov.uk	
Lead officer:	Mark Walsh Assistant Director (Operations) Tel: 01284 757300 Email: mark.walsh@westsuffolk.gov.uk	
Purpose of report:	To update Members on project progress, seek approval to secure additional funding, exercise the Council's option on land at Hollow Road Farm and enter into a construction contract.	
Recommendation:	<p>It is <u>RECOMMENDED</u> that, subject to the approval of Council, the Cabinet:</p> <ol style="list-style-type: none"> 1. Notes this report and its appendices; 2. Approve the allocation of an additional £589,000 to council's Capital Programme funded in line with paragraphs 5.14 - 5.17 of Report No: CAB/FH/17/000; and 3. Subject to receiving a planning consent:- <ol style="list-style-type: none"> a) Exercises the Council's option to procure land at Hollow Road Farm; b) With Suffolk County Council and St Edmundsbury Borough Council, enters into a contract for the construction of the West Suffolk Operational Hub at Hollow Road Farm; and 4. Agrees for the Council's Section 151 Officer to make the necessary changes to the Council's 2017/18 prudential indicators as a result of recommendation 2 above. 	

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"/> As it is a decision of Council	
<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"> Two pre-application public consultations have taken place relating to these proposals on 06MAR15 to 20APR15 and 08JAN16 to 19FEB16. A third public consultation has taken place as part of the Development Control process to determine the planning application. 	
Alternative option(s):		<ul style="list-style-type: none"> Detailed in previous reports 	
Implications:			
<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"> See report section 6 	
<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"> See report paragraph 5.13 	
<i>Are there any ICT implications? If yes, please give details</i>		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	
<i>Are there any legal and/or policy implications? If yes, please give details</i>		Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> <ul style="list-style-type: none"> Legally the project must comply with planning law and guidelines and procurement must comply with EU Procurement Directives. 	
<i>Are there any equality implications? 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)
Once planning consent is granted, objectors seek a Judicial Review leading to delay and additional costs	Medium	Ensure planning process is robust with supporting evidence. Legal advice and external support being sought at key stages.	Medium
Delay in project programme results in additional cost, for example, through tender inflation and longer engagement of project consultants.	Medium	Delays to programme to date have impacted. Continue to monitor throughout the project lifecycle	Medium
Risk that the project does not proceed or is abandoned at some later stage resulting	Medium	Keep Members fully informed of progress and risks. Continue to manage and	Medium

in the council having to fund its share of abortive costs on the project to date from revenue budgets.		mitigate risks through robust project management and appropriate external advice.	
Further design development (inc utilities and services) could lead to increased costs	Medium	Appoint contractor on 2-stage design and build to obtain greater cost certainty earlier in the project lifecycle.	Medium
The decision by SEBC DCC to issue planning consent for the chosen site is called in by the Secretary of State leading to delay, additional costs	Medium	Ensure planning process is robust with supporting evidence. Legal advice and external support being sought at key stages.	Low
Environmental permitting for the chosen site is refused or leads to high mitigation costs and delay.	Medium	Engaging with Environment Agency early in project lifecycle.	Low
Further archaeology finds could result in increased costs and delay.	Medium	Preliminary survey undertaken. Managing contingency for design development	Low
Savings and income targets may not be achieved.	Medium	Estimates based upon identified opportunities which have been valued realistically.	Low
Cost of borrowing may increase when borrowing is required.	Medium	Linked to PWLB rates. Monitor as part of treasury management activities.	Low
Lack of resources, skills and capacity to deliver project	Medium	External support engaged and further support will be called upon as required. Sharing officer resources with SCC.	Low
Ward(s) affected:	All Wards		
Background papers: <i>(all background papers are to be published on the website and a link included)</i>	<p>St Edmundsbury Borough Council report F51 dated 30 June 2014</p> <p>St Edmundsbury Borough Council report CAB/SE/15/015 dated 10 February 2015</p> <p>Forest Heath District Council report CAB/FH/015/001 dated 17 February 2015</p> <p>Suffolk County Council report to Cabinet dated 24 February 2015 agenda item 8</p> <p>St Edmundsbury Borough Council report CAB/SE/15/040 dated 23 June 2015</p> <p>Forest Heath District Council report CAB/FH/15/030 dated 14 July 2015</p> <p>St Edmundsbury Borough Council report CAB/SE/15/050 dated 8 September 2015</p> <p>Forest Heath District Council report</p>		

	CAB/FH/15/040 dated 15 September 2015 St Edmundsbury Borough Council report CAB/SE/16/024 dated 14 June 2016 Forest Heath District Council report CAB/FH/16/023 dated 14 June 2016
Documents attached:	Appendix A – What is the West Suffolk Operational Hub project and why is it required? Appendix B – Chronology of Major Events

Glossary of Abbreviations

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

1. BACKGROUND

Previous Report approved by Council

- 1.1 At its meeting on 14 June 2016 Cabinet considered a report on the West Suffolk Operational Hub (WSOH) - report CAB/FH/16/023. Recommendations from this report were subsequently approved by Full Council on 29 June 2016. These included:
- The progression of a project to deliver the West Suffolk Operational Hub;
 - The preparation and submission of a detailed planning application for a West Suffolk Operational Hub on land at Hollow Road Farm; and
 - Approval of a gross budget of £3.5m to fund Forest Heath District Council's portion of the project (this being a partnership project with Suffolk County Council and St Edmundsbury Council)
- 1.2 This previous report set out the context of dealing with our waste across Suffolk which currently costs our taxpayers £35m each year and is set to increase as the number of homes in the county grows. It also outlined the need for a WSOH given the limitations of our current depot facilities, the urgent need for a suitably located Waste Transfer Station (WTS) in West Suffolk and the opportunity to join facilities on a single site for greater efficiency.
- 1.3 As well as clearly setting out all the political and policy factors impacting upon the project, the report outlined the second public consultation undertaken in early 2016. The main elements of the consultation that the public were asked to consider were; the need for a single site, the site selection criteria that had been used (including a call to suggest alternative sites) and a Sustainability Appraisal.
- 1.4 The report made significant reference to key documents in its appendices which were finalised after the consultation. These were:-
- a. **Consultation report** prepared to report back on the second round of public consultation, in;
 - b. **Identification and Assessment of Potential Options and Sites (IAPOS) report** which included the background to the project, a chronology of events to date, the criteria and assessments used to determine whether co-locating services to a single site was the optimal course to take and the most suitable site for that co-location (Hollow Road Farm); and
 - c. **Sustainability Appraisal (SA)** undertaken to test if a single site approach was the most suitable and the sustainability of the most suitable site identified (Hollow Road Farm).
- 1.5 The report also highlighted the clear and urgent need to invest in new waste and street scene services infrastructure in West Suffolk. With the councils more dependent on locally derived income, modern facilities and further capacity will maximise income growth.

- 1.6 A brief description of the west Suffolk Operational Hub project and the reasons why it is required can be found at appendix A. Full details can be found in the background papers referenced above.
- 1.7 A chronology of the major milestones on the project, up until the submission of a planning application, can be found at appendix B.

2. RECENT PROGRESS

Community Liaison Group

- 2.1 Throughout the project partners have continued to meet with local interest groups through a Community Liaison Group. Membership of the group is made up of local Parish Council chairs, a local resident with waste industry experience and local companies (Steve Lumley Planing and British Sugar). This group has convened at key stages of the project and provides a forum for information to be exchanged. Over the last year or so meetings have taken place to discuss consultation feedback and changes to the proposed scheme designs (26 September 2016 and 9 December 2016) and the detailed planning application (15 March 2017).

Design development

- 2.2 Site design resumed in July 2016 after a period of over a year was taken to undertake the second round of public consultation and review. Significant changes included a re-orientation of the transfer station building, further development of the site access / egress and moving buildings to the bottom of the site to minimise visual impact. Designs were also developed for hard and soft landscaping, re-sizing of the waste transfer station (due to new legislation), the depot and workshop building, the landscapes building, fire and security measures, vehicle parking and circulation, vehicle fuelling and cleansing areas, the drainage strategy and off-site highways work.

Planning application

- 2.3 Following a procurement process, the project team was re-cast and work began on preparing a detailed planning application from the autumn of 2016. A full planning submission was made on 13 March 2017 which included the following elements:-

Planning Statement	Odour Management Plan	Flood Risk Assessment
Drainage Statement / Plan	Heritage and Archaeology	Landscape and Visual Impact Assessment
Lighting Assessment	Noise Assessment	Air Quality Assessment
Biodiversity and Ecology Assessment	Statement of Community Involvement	Transport Assessment
Topographical Surveys	EIA screening opinion request / response	Architectural Plans and Elevations
Land Ownership Plan	Design and Access Statement	Sustainability Statement

- 2.4 Following a short period of validation by the Planning Development Team, information was placed in the public domain and a further public consultation on the planning application got underway in late March 2017. This was the project's third period of public consultation. The consultation period was extended and a special SEBC Development Control Committee meeting to determine the application was scheduled for 19 July 2017.
- 2.5 At the SEBC Development Control meeting on 19 July 2017, Members of that committee considered for the development on Land North of Hollow Road Farm, Hollow Road, Fornham St Martin, as contained in Report No: DEV/SE/17/031, the Committee agreed that the decision be deferred to enable officers to source further information on the following matters for reporting back to the Committee:
- 1) Whether provision of the proposed shared path could be removed from the application;
 - 2) Whether vehicular access to the proposed development could be facilitated from the southern roundabout at Compiegne Way; and
 - 3) Whether in the interests of pedestrian and highway safety, any traffic calming measures could be introduced along the A134 and C735 Fornham Road.
- 2.6 These matters were duly considered by the joint applicants and revisions to the application and further supporting information were submitted to planners on 10 August 2017. The revision to the application included removing the shared path from the A134 roundabout down Barton Hill (including the revised drawings and documents to reflect this). Information was also provided detailing:-
- a. Why access could not be facilitated from the southern roundabout at Compiegne Way;
 - b. The measures and signs to calm traffic around the development;
 - c. Further information on the provision of electric vehicle charging points and future proofing for increased numbers in future; and
 - d. Additional information on routes and vehicles;
- This additional information was subject to an additional 17 day consultation period and the deferred meeting of Development Control took place on 21 September 2017.
- 2.7 At a reconvened SEBC Development Control Committee meeting on 21 September 2017, Members of that committee again considered application reference DC/17/0521/FUL including the further information they requested outlined in 2.6 above. During the meeting a challenge was raised for the first time concerning the planning policies against which Members were determining the application and seeking to make a decision. Following the meeting and on the advice of planning officers, the Chairman requested that further information

is provided to the committee regarding this challenge and the Development Plan.

- 2.8 A third special meeting of the SEBC Development Control Meeting was convened on 2 November 2017 to consider afresh application DC/17/0521/FUL. At this meeting, subject to the Secretary of State (upon consultation) confirming he does not intend to call in the planning application for his own determination, Members of the Development Control Committee granted planning consent for the West Suffolk Operational Hub at Hollow Road Farm. 38 separate Planning Conditions have been applied to this consent.

3. PROGRAMME DELAY

- 3.1 Work on the Hollow Road Farm scheme for the WSOH stopped in the spring of 2015 when, in response to public concerns, the decision was made to undertake a second, non-site specific consultation for the project. Work on the Hollow Road Farm scheme did not resume again until over a year later.
- 3.2 Having re-cast the project programme in the autumn of 2016, the anticipated date for submission of a planning application was February 2017 with approval in June. There was a slight delay in the development of the planning application which meant that the planning application was actually submitted in mid-March. However, the planning process has been lengthy with the application being considered at three Development Control Committees, approval to grant planning permission was finally granted (subject to Secretary of State call-in) given by the committee on 2 November 2017. The project will not proceed in terms of land acquisition and entering a construction contract until such time that the recommendations in this report are approved by Full Council, the Secretary of State for Communities and Local Government has considered the application and confirmed that he will not be seeking to call it in for his own determination and formal planning consent is issued (per 2.8 above).

4. PROCUREMENT

- 4.1 The design and construction of the WSOH at Hollow Road Farm is being awarded on the basis of a 2-stage design and build contract off a framework arrangement. For the clients this approach provides advantages in terms of the programme, competitive pricing, a higher level of cost certainty as early as possible and is relatively low risk on a project where functionality is considered more important than architectural presence.
- 4.2 A compliant Suffolk County Council Construction Framework is being utilised rather than using an open or restricted OJEU process. A framework process is quicker and less costly whilst maintaining strong competition between the bidding contractors. As employer, the partner councils provided the tenderers with an Employer's Requirement against which stage 1 quantitative and Qualitative assessments were made. In May the partner councils entered into a Pre-Construction Services Agreement with one of the framework contractors to develop the scheme design and costs. We are now ready for stage 2 and this report seeks Member permission to enter into a full construction contract in order for the construction of the WSOH to get underway.

5. FINANCE

Previous report and implications

- 5.1 The previous report CAB/FH/16/023 dated 14 June 2016 set out the finances for the project in terms of its anticipated capital cost, the project financing and the impact on annual revenue budgets for FHDC. In considering the financial implications of the project the report contextualised the position. Specifically, it outlined the fact that many of the services provided from the proposed WSOH are statutory, in other words we have a legal obligation to provide them and therefore must invest in the appropriate plant, equipment and facilities to support their delivery. We also know the cost of that statutory obligation is going to increase significantly due to the growth of housing (and with it bins to empty, streets to clean and grass to cut) of more than 20%. Normal return on investment thinking is therefore not wholly appropriate in this case.
- 5.2 The previous report set-out the estimated capital cost for West Suffolk's share of the WSOH and stated the specific share of this for FHDC. Full Council approved a gross capital budget allocation of £3.453m for FHDC's share of the capital cost. The report outlined the anticipated impact on the council's revenue position in terms of savings and costs (including the cost of borrowing). It also outlined the risk of losing the support of partners and their funding and having to spend considerable sums maintaining a depot that would have to be vacated at some point in any event.
- 5.3 The project has long term implications for the collection and disposal of waste, the delivery of other street and grounds services and fleet management in West Suffolk and beyond. The financial case therefore needs to be considered alongside other factors and drivers for the project, which include:
- Our statutory obligations in terms of the services we have to deliver;
 - Future housing, population and business growth in the area and the pressure this will place on the existing Bury depot (which provides services such as fleet maintenance for all of West Suffolk);
 - The development opportunity on the Bury depot site following its relocation;
 - The changing nature of waste collection and disposal; and
 - The benefits of co-locating and operating waste facilities currently controlled by separate tiers of local government on dispersed sites.

Expenditure on the project to date

- 5.4 Work has been ongoing on this project for over three years. This has included significant external support on technical design and professional services. The nature of this work has changed throughout this period as the project has moved from options appraisal, site review, securing a land option, developing specific site designs, public consultation, review, further public consultation, review, design development and planning. Funding for feasibility work on the project was initially approved by SEBC on 30 June 2014 (£100,000). At their Cabinet on 24 February 2015, SCC approved match funding for the project and

on 22 September 2015 and 14 October 2015 SEBC and FHDC respectively approved further funding to the project of £220,000 which was further match funded by SCC.

- 5.5 The total approved feasibility funding for the project from the three partner councils of £640,000 has been spent along with an additional £20,000 funding allocated as part of the LGA / Cabinet Office OPE programme. As the project has progressed current expenditure is coming from the capital allocation which has an element for professional fees. The notional split of feasibility funding between the three partner councils is on a ratio of 50:32.5:17.5 for SCC:SEBC:FHDC respectively.
- 5.6 The total expenditure on the project to date across the three councils amounts to £940,000. This includes costs for reviewing options, developing the project, public consultations, site surveys and investigations, preparing and submitting a planning application, procurement and detailed scheme design. If the project were not to proceed, abortive costs would likely exceed this amount.

Capital costs

- 5.7 The capital costs quoted in the previous report were based upon high level estimates provided by a Quantity Surveyor engaged to support the project in its early stages. Land costs were assumed as those fixed through the Hollow Road Farm land option agreement that the councils have in place and estimates were also obtained for specialised fit-out. Costs were apportioned on the basis of the transfer station and HWRC (SCC) and the depot (West Suffolk) and the associated land take for these elements.
- 5.8 With further delay and the refinement of design, the project's current Quantity Surveyors had advised that the previous estimate may need to increase. This information has now been augmented by costs from the marketplace via our proposed construction contractors as well as firm costs from a number of specialist fit-out contractors. Capital costs for the West Suffolk elements of the WSOH project that were previously reported in June 2016 are shown below in table 1 below:-

Estimated cost at June 2016	West Suffolk £000
Previous construction estimate (04/16)	13,164
Land cost	2,052
Fit-out allowance	900
Previous total	16,116
Previous FHDC capital allocation	3,453
Previous SEBC capital allocation	12,663

Table 1 – Previous capital cost estimate reported June 2016

- 5.9 The current capital requirements for the West Suffolk elements of the WSOH based on costs from our contractor and Quantity Surveyor are shown below in table 2 below:-

Estimated cost at October 2017	West Suffolk £000
Current construction estimate	15,248
Land cost	2,052
Fit-out allowance	500
Total	17,800
FHDC capital allocation	4,042
SEBC capital allocation	13,758
Additional FHDC capital allocation	589
Additional SEBC capital allocation	1,095
Total additional capital allocation	1,684

Table 2 – Current capital cost estimate

- 5.10 The major elements of the cost increase attributable to West Suffolk's parts of the project are further detailed in table 3 below. These are a combination of costs associated with project delay and specific scope changes through design development, statutory authority requirements and utility provider input:

Reason	Description	£000
Further project delay	The original high level cost estimate was based upon a Tender Price Index (TPI) of 293 for 3 rd quarter of 2017. The current BCIS TPI is 302 which adds £400,000 to the cost of the project.	400
Ground and foundations	Ground investigation, ground water monitoring, geophysical survey leading to a piled foundation solution to main buildings.	511
Walls	Additional retaining and push wall structures due to site contour modelling.	107
Drainage	Developed surface water and foul drainage solution. Drainage strategy not previously known and noted as provisional in previous cost plan estimate.	683
Sprinkler design	Full sprinkler capability in line with insurer's requirements.	24
CCTV & security	Performance specification produced by our security consultant – details not previously known	38
Additional overheads and fees	Additional overheads applied to increased construction costs. Additional professional fees supporting extended programme.	90

Table 3 – Elements of cost increase

Options to reduce specification and Value Engineering (VE)

- 5.11 Opportunities to decrease the specification have been reviewed throughout the course of the project. These include fit-out items (workshop) which have enabled this budget to be reduced from the previous £900K to the current

£500K. Further VE is likely to compromise the site design and reduce its potential in the medium to long term. This may result in further costly delays for redesigned and potential changes that need to be cleared through planning and other statutory authorities.

The estimated impact on annual revenue budgets

5.12 Annual revenue cost savings and income include are largely unchanged from those previously reported in June 2016 and include:

- Premises savings;
- Management savings;
- Staff savings;
- Remodelled collection rounds (vehicle, staff and fuel savings);
- Additional income from commercial services (including fleet);
- Shared site supervision and administration;
- Haulage cost savings;
- Equipment savings; and
- WDA recharges to WCA.

5.13 Premises savings include a reduction in building maintenance costs through having fewer sites and sharing assets. They also include energy savings through building to the latest environmental standards and utilising green technology like roof-mounted photovoltaic cells. Premises savings also include negating the running costs for the Mildenhall depot and realising an annual income from leasing the building.

REVENUE	TOTAL £,000	FHDC £,000	SEBC £,000
West Suffolk savings	371	129	241
West Suffolk income	235	83	153
West Suffolk Sub-Total	606	212	394
Suffolk CC net savings	450		
Suffolk Total	1,056		
CAPITAL COSTS			
West Suffolk capital cost	17,800		
Unallocated capital receipt	-6,250		
Notional West Suffolk capital borrowing requirement for illustrative purposes	11,550	4,042	7,508

Figure 4 – Table outlining the financial case

Financing the project

5.14 This section sets out the proposed project financing for FHDC only. In line with the council's Investment Framework, this project has been assessed on the basis of prudential borrowing (for the life of project) for the residual borrowing

requirement of £4.042 million. This takes due account of the capital contribution from SEBC.

- 5.15 It should be noted that although this section looks at this project on the basis of investment principles to cover borrowing requirements, the project's drivers and factors (set out at appendix A paragraph 2) are primarily linked to the councils' statutory service delivery obligation and to address the medium to long term pressure on the current depot location from future housing, population and business growth. This project also removes the risk to the West Suffolk councils of a reliance on a 'tipping away payment' from SCC (initially estimated at £240,000 per year).
- 5.16 The table in figure 5 below includes the full cost of prudential borrowing, however actual borrowing would only take place when the council's treasury management activities identify such a need. For example, this could be when the council's cash flow management activities anticipate that an external cash injection is required to maintain the appropriate level of cash balances for the council to operate and fulfil its budget and service delivery requirements. The cost of borrowing is currently lower than it was in June 2016, and this has been reflected in the table below.

Borrowing Costs	£
Interest @ 2.75% (40 year PWLB rate)	111,000
Minimum Revenue Provision (over 40 year - 2.50%)	101,000
Total FHDC Borrowing Costs	212,000
Total FHDC Savings/Income share	212,000
Net financial benefit / (cost)	0

Figure 5 – Table outlining the project borrowing costs

6. PROJECT TIMING

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

Name	End
Development Control Committee meeting	02NOV17
Obtain formal planning approval	15DEC17
Obtain Council approvals	20DEC17
Enter into LoI / contract with contractor	FEB18
Conclude Archaeology	APR18
Discharge pre-commencement planning conditions	MAY18
Construction start	MAY18
Construction end	JUL19
Site operational	AUG19

Figure 6 – Outline project timing programme

7. CONCLUSIONS AND RECOMMENDATIONS

- 7.1 There remains a clear need to urgently invest in new waste and street scene services infrastructure in West Suffolk. Current arrangements for the transfer and haulage of waste are unsustainable and costly to the taxpayer. Significant growth is planned for West Suffolk which will see a considerable increase in housing and business activity over the next 10 to 20 years. This will result in

increased demand for our frontline services. The current facilities from which these services are delivered are at capacity and we are already facing the need to relocate. The condition of the SEBC depot and workshops in particular is such that they are costly to run and will require significant investment in the short term to maintain existing service levels. With the reduction in funding from central government, the councils are more dependent on locally derived income. Modern facilities and further capacity will be required to maximise income growth potential.

- 7.2 Whilst the planning process has been underway, detailed design has continued to develop which has informed the cost of the project. This has been informed by further technical site surveys and input from the construction contractor and their technical team, the statutory authorities (including Highways and the Local Planning Authority) and utilities providers.
- 7.3 Whilst costs have increased, these are shared with our partners who will also share in the benefits of the scheme. Taking the cost of borrowing into account, the known benefits for the scheme still breakeven with the status quo financial position whilst providing modern facilities and capacity for significant future growth. The scheme also relocates the current St Edmundsbury depot allowing the delivery of further development at Western Way.
- 7.4 Approval of the recommendations in this report will allow the project to proceed to the construction phase.

Appendix A - What is the West Suffolk Operational Hub project and why is it required?

1. The West Suffolk Operational Hub is a partnership project that proposes combining the facilities needed for waste and street services on a single site near to Bury St Edmunds. The partner councils are those involved in collecting waste, Forest Heath District Council and St Edmundsbury Borough Council, and disposing of it, Suffolk County Council. The proposal is that FHDC and SEBC vacate their depots at Holborn Avenue in Mildenhall and Olding Road in Bury St Edmunds and relocate to a single site shared with a new SCC waste transfer station and a new Household Waste Recycling Centre relocating from the existing facility at Rougham Hill, on the edge of Bury St Edmunds. The project does not include the closure or relocation of the existing SEBC depot in Haverhill nor the closure / relocation of any other HWRCs.
2. Key drivers for the WSOH project include:-
 - a. Significant housing growth in West Suffolk over the next 20 years or so with an estimated increase of more than 22% (from around 75,000 to 92,000 households), the increased demand meaning the existing Depots are not fit for purpose;
 - b. Buildings at the Olding Road depot are ageing and require significant investment in the short term (estimated at around £2.25 million) with more significant development and sums likely to be required in the long term;
 - c. Savings through co-location of the current FHDC and SEBC depot facilities;
 - d. Increased efficiency would also be gained through the potential sharing of facilities with SCC's waste transfer station and HWRC;
 - e. Reduced waste miles, fewer trips, more efficient collection rounds, fewer staff and vehicles (or increased capacity needed for future growth): and
 - f. Better facilities, and the flexibility to reconfigure them to deal with future demand, would bring significant opportunities to increase commercial income to the Council to the benefit of our taxpayers.
 - g. The project supports political and policy factors like the One Public Estate (OPE) Programme as well as the national and local waste strategies detailed in the IAPOS document.
3. Further information on the need for this project can be found in the 'background papers' section above and the project web pages at www.westsuffolk.gov.uk/wsoh.
4. It is worth noting that the current buildings at the Olding Road depot are situated within the approved Western Way Masterplan area and their relocation are a critical milestone to releasing the land for future development. This will support the Councils masterplan aspirations for the site, including the further co-location of public sector services.

Appendix B - Chronology of Major Events

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

residents and statutory consultees. It took place from 6 March 2015 to 20 April 2015.

8. This phase of pre-application public consultation generated a significant number of concerns and objections. Key concerns and options expressed included:
 - Concerns about the location;
 - Loss of agricultural land;
 - Highways and traffic impact;
 - Noise, odour, landscape and visual impact;
 - Planning policy;
 - Justification for a single site option;
 - Site selection criteria; and
 - Site selection process.
9. In response to this feedback the councils agreed to put the planning application for Hollow Road Farm on hold, and undertake a second phase of public consultation.
10. The second round of public consultation took place between 8 January 2016 and 19 February 2016. The councils wanted to ensure everyone with an interest in the project across West Suffolk had the opportunity to scrutinise the process that the councils had gone through so far, and the research they had carried out, so that the most suitable site for a WSOH could be identified. The consultation included an invitation to suggest alternative sites for consideration.
11. The outcome of the second round of public consultation was reported to respective Cabinet and Council meetings in June 2016. Both councils approved the recommendations outlined in 1.1 in the main report.
12. Following the decision of the respective councils, the project team was revised to work on the preparation and submission of a planning application for the development at Hollow Road Farm. This was carried out through the latter part of 2016 and into early 2017.
13. A Planning Application was submitted to SEBC as the Local Planning Authority on 13 March 2017.

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Cabinet



Forest Heath
District Council

Title of Report:	Report of the West Suffolk Joint Growth Steering Group: 31 October 2017	
Report No:	CAB/FH/17/058	
Report to and date:	Cabinet	12 December 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@stedsb.gov.uk	
Lead officer:	Julie Baird Assistant Director (Growth) Tel: 01284 757613 Email: Julie.baird@westsuffolk.gov.uk	
Purpose of report:	On 31 October 2017, the West Suffolk Joint Growth Steering Group considered the following items: (1) DCLG Consultation: 'Planning for the Right Homes in the Right Places' (2) Bury St Edmunds Town Centre Masterplan (3) Work Programme 2017/2018 (4) Future Housing Delivery Options	
Recommendation:	The Cabinet is requested to <u>NOTE</u> the contents of Report No: CAB/FH/17/058, 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"/>	

Consultation:		See Reports listed under background papers below	
Alternative option(s):		See Reports listed under background papers below	
Implications:			
Are there any financial implications? <i>If yes, please give details</i>		Yes <input type="checkbox"/> No <input type="checkbox"/> See Reports listed under background papers below	
Are there any staffing implications? <i>If yes, please give details</i>		Yes <input type="checkbox"/> No <input type="checkbox"/> See Reports listed under background papers below	
Are there any ICT implications? <i>If yes, please give details</i>		Yes <input type="checkbox"/> No <input type="checkbox"/> See Reports listed under background papers below	
Are there any legal and/or policy implications? <i>If yes, please give details</i>		Yes <input type="checkbox"/> No <input type="checkbox"/> See Reports listed under background papers below	
Are there any equality implications? <i>If yes, please give details</i>		Yes <input type="checkbox"/> No <input type="checkbox"/> 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			
Background papers: <i>(all background papers are to be published on the website and a link included)</i>		Please see background papers, which are listed at the end of the report	
Documents attached:		None	

1.1 **DCLG Consultation: 'Planning for the Right Homes in the Right Places'**

- 1.1.1 The Service Manager (Strategic Housing) presented Report No: JGG/JT/17/006 which provided Members with an update on the key proposals contained in the consultation paper 'Planning for the Right Homes in the Right Places', which was announced as part of the recent Housing White Paper.
- 1.1.2 The Steering Group were asked to consider the potential implications of the proposals upon West Suffolk and were invited to make any further comments which would then be included within West Suffolk's response to the consultation.
- 1.1.3 The Steering Group made the following comments on the consultation paper:
- In relation to the proposals for a standard method for calculating local housing need with the aim of making it simpler, quicker and more transparent, Members queried as to why one of the components being proposed was a cap to limit any increase when formula/ratio calculations were also being proposed for the calculation of housing numbers.
 - In relation to the proposals for improving the use of Section 106 Agreements, Members were keen to ensure that local people, Parish Councils and other relevant organisations etc. became involved in the process at an early enough stage.
 - In relation to the seeking of further views on how homes could be built out more quickly, Members wished recognition to be given that meeting housing need should not be entirely reliant upon building new homes, as across the country there were large numbers of empty homes which could be directed at being brought back into use.
- 1.1.4 The Officer confirmed that the comments, as set out in paragraph 1.1.3 above, would be included within the West Suffolk response to the consultation paper. The final response would be signed off by the SEBC/FHDC Portfolio Holders for Planning and Growth and for Housing, for submission by the deadline of 9 November 2017. The Steering Group and Cabinet Members would be provided with the West Suffolk response, once submitted. It was also noted that a Suffolk-wide response and a Cambridge Sub-Region response were also being prepared for submission by the required deadline.

1.2 **Bury St Edmunds Town Centre Masterplan**

- 1.2.1 The Principal Growth Officer provided a presentation to the Steering Group which on the development of the Bury St Edmunds Town Centre Masterplan (MAP), including the findings from the recent consultation and engagement exercise.
- 1.2.2 The draft Bury St Edmunds Town Centre Masterplan (MAP) set out the aspirations for the town centre, based on the options put forward by the

public, that aimed to address the issues identified through research, analysis and consultation. The overall aim was to set out a coordinated plan to provide for the needs of existing and new communities and support economic development in Bury St Edmunds, as set out in the Vision 2031. The draft MAP:-

- proposed a range of measures that would improve the way people moved around the town centre, with a particular focus on more sustainable forms of transport.
- proposed a number of opportunities for supporting and increasing the range of uses that take place in the town centre.
- provided a structure for the town centre drawing together existing streets, spaces, uses and areas of activity that took place and celebrating the historic character and identity of Bury St Edmunds.

1.2.3 The draft MAP identified nine Character Areas across the town centre, these being:

1. Cornhill, Buttermarket and The Arc.
2. The Northern Gateway
3. St Andrews Quarter
4. Churchgate
5. Ram Meadow
6. Parkway
7. Kings Road and Robert Boby Way
8. Lark and Linnet Riverside
9. Across the Town Centre

1.2.4 Character Areas were specific locations defined by their appearance, historical interest or the uses that take place there. They were also places where change could be made to improve the town centre making sure that it offered something for everyone and was a safe, welcoming and attractive place to spend time in. All changes needed to recognise and respond to the particular characteristics of each identified area.

1.2.5 The MAP sets out aspirations that aimed to address the issues and options identified as part of the research, analysis and consultation. Aspirations were not restricted to those areas identified on the MAP. Others would be considered on their own merits having regard to the MAP objectives, deliverability and how they contributed to the identity, function and structure of the town centre character areas as proposed within the MAP. For each, key priorities were included relating to the themes of movement, activity and place. Aspirations were also listed together with project leads from the many partners involved. In addition, each character area was assessed against the MAP objectives to ensure that they contributed towards delivering positive change for the town centre and the communities who use it, as agreed by those communities.

1.2.6 The draft MAP alone could not deliver the vision in the local plan. A delivery strategy would be produced and which set out project leads, timescales, known issues, potential areas of funding and investment, related projects and areas of further work. It would test, as far as possible, whether the proposed aspirations were possible, viable and deliverable:

- Project leads and partners (the 'who') - Although the MAP would form part of the Council's official planning guidance, the delivery of the priorities and aspirations within it would be led by a range of partners. The roles of these organisations would be to assess each aspiration to ensure it could be delivered and work together to progress individual projects.
- Funding and investment (the 'what') - Each aspiration had to be fully assessed and costed to ensure it could be delivered before being taken forward.
- Influencing and doing (the 'how') - St Edmundsbury Borough Council would undertake some projects where land was owned by a public body, funding was available and the legal powers of the Council allowed this. The majority of projects would, however, be done in partnership with other organisations. Going forward the MAP would inform and be supported by additional studies that would be prepared in parallel. The studies would look at a range of issues including economic growth, housing density, as well as transport and movement in the town centre.
- The MAP in context – the 'where' - The MAP was not a stand-alone document, rather it was set within and was informed by, a range of studies, policies and work taking place and due to take place, in the town centre.
- Timescales – the 'when' - It would take a number of years to put some of the significant changes in place, as the MAP covered the period up to 2031. The delivery strategy would set out short, medium and long term targets for delivery and would be responsive to different rates of growth.

1.2.7 The key consultation findings showed:

- A strong positive response when asked '*is the proposed structure for the town centre clear and helpful in understanding the different areas and uses?*'
- A high proportion of respondents considered the Character Areas helpful in setting out where and why changes were proposed.
- A significant number of people had felt that the right Character Areas had been identified.
- Under half of the respondents considered the aspirations for St Andrews Quarter had addressed the issues. In response to all other Character Areas, a majority of responses considered the aspirations proposed, addressed the issues.

1.2.8 Following this consultation, further actions would be taken, prior to the final MAP being presented to the St Edmundsbury Borough Cabinet and Council meetings in December 2017 for adoption:-

- The updating of the aspirations, taking into account the comments received.
- The amendment of the factual Character Area overviews and priorities where necessary.
- Refining and populating of the delivery strategy.

1.2.9 There being no decision required, the Steering Group **noted** the presentation and subsequent actions, for the adoption of the Bury St Edmunds Town Centre Masterplan in December 2017.

1.3 **Work Programme 2017/2018**

1.3.1 The Assistant Director (Growth) reported that the following proposed growth topics had been received from Members for future consideration by the Group, which broadly centred around the areas of:

- *Housing* (supply; demand; suitability)
- *Economy* (commercialism; tourism; rural communities)
- *Technology* (mobile phone/internet usage)
- *Political* (impact of Brexit on local communities/businesses)
- *Influencing/Enabling* (inspiration; promotion of opportunities)
- *Infrastructure* (integrated transport; internal tourism)
- *Resources* (recognition of successful employees)

1.3.2 Members also recognised that when considering these items, appropriate criteria would also need to be set to allow for the Group to be able to identify appropriate outcomes/actions.

1.3.3 With there being no decision required, the Steering Group **noted** the future topics for consideration, as set out in paragraph 1.3.1 above.

1.3.4 The Chairman also advised the Steering Group that a draft Masterplan had been prepared in respect of the proposed tourist and leisure facilities at St Genevieve Lakes near Ingham. Due to the tight time constraints, it had not been possible to bring a report to the Steering Group in time for the Masterplan to be considered for adoption. Therefore, it had been agreed that the details of the Masterplan would be circulated to the Members of the Steering Group, prior to consideration of the proposal by the St Edmundsbury Borough Council Cabinet and Council, with the opportunity for any observations by Members to be reported.

1.4 **Future Housing Delivery Options** (Confidential Item)

1.4.1 New Housing Development and Eastbourne Housing Investment Company

Ian Fitzpatrick, Director, Eastbourne Borough Council/Lewes District Council was in attendance for this item and provided the Steering Group with a presentation which explained how the Council was delivering a mixed programme of directly delivered new housing and regeneration, with a focus on a priority electoral Ward (Devonshire).

1.4.2 Whilst discussing this item, the Steering Group asked questions of the Officer, which centred around:

- The percentage levels which the Councils had set for the provision of affordable housing.
- The structure and governance framework for the Eastbourne Housing Investment Company.
- Striking a balance between risk, returns and yield.

1.4.3 There being no decision required, the Steering Group **noted** the presentation.

1.4.4 Graven Hill Village Development, Bicester

The Assistant Director (Growth), on behalf of Karen Curtin, Managing Director, Graven Hill Village Development Company, provided the Steering Group with a presentation which outlined the merits of this development, including the provision of up to 1,900 homes (including kit homes and self-build) on the former Ministry of Defence site in Graven Hill, Bicester.

1.4.5 Whilst presenting this item, the Assistant Director (Growth) also informed the Steering Group that an invitation had been extended to the Group (and other Members who may be interested) to visit this development.

1.4.6 There being no decision required, the Steering Group **noted** the presentation and also **confirmed** that they would wish to accept the invitation for the Group (and other interested Members) to visit the Graven Hill Village Development in Bicester.

2. Background Papers

2.1.1 DCLG Consultation: 'Planning for the Right Homes in the Right Places' ([Report No: JGG/JT/17/006](#))

2.1.2 Bury St Edmunds Town Centre Masterplan (https://www.westsuffolk.gov.uk/planning/Planning_Policies/BSEmasterplan/index.cfm)

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Cabinet



Forest Heath
District Council

Title of Report:	Report of the Overview and Scrutiny Committee: 9 November 2017	
Report No:	CAB/FH/17/059	
Report to and date:	Cabinet	12 December 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:	<p>On 9 November 2017, the Overview and Scrutiny Committee considered the following items:</p> <ul style="list-style-type: none"> (1) Draft West Suffolk Strategic Framework; (2) West Suffolk Growth Outcomes and Investment; (3) Annual Presentation by the Cabinet Member for Operations; (4) Decisions Plan: November 2017 to May 2018; and (5) Work Programme Update and Suggestion for Scrutiny. <p>A separate report is included on this Cabinet agenda for Item (1) above.</p> <p>Recommendations from item (2) above were considered by both FHDC/SEBC Joint Cabinets on 14 November 2017.</p>	

Recommendation:	The Cabinet is requested to <u>NOTE</u> the contents of Report CAB/FH/17/059, 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 Annual Presentation by the Cabinet Member for Operations (Report No: OAS/FH/17/025)

- 1.1.1 The Cabinet Member for Operations, Councillor David Bowman, was invited back to give an annual update on his portfolio. Report No: OAS/FH/17/025 set out the focus for the annual update.
- 1.1.2 Prior to the meeting taking place, the Cabinet Member was provided with some key questions from Scrutiny Members on what they would like included in the update, and responses were set out the report.
- 1.1.3 The Committee asked follow-up questions relating to Newmarket Market; Civil Parking Enforcement and the West Suffolk Operational Hub, to which comprehensive responses were provided.
- 1.1.4 There being no decision required, the Committee **noted** the contents of the presentation.

1.2 Decisions Plan: November 2017 to May 2018 (Report No: OAS/FH/17/026)

- 1.2.1 The Committee considered the latest Decisions Plan, covering the period November 2017 to May 2018.
- 1.2.2 Members reviewed the Decisions Plan and in particular discussed the "Applications for Community Chest Funding 2018-2019", scheduled to be presented to Cabinet on 12 December 2017, and requested a written response setting out an overview of applications received; whether applications matched the council's priorities and an indication of the demographic spread of applications received across Forest Heath.
- 1.2.3 There being no decision required, the Committee **noted** the contents of the Decisions Plan.

1.3 Work Programme Update and Suggestion for Scrutiny (Report No: OAS/FH/17/027)

- 1.3.1 The Committee received and **noted** Report No: OAS/FH/17/027, which provided an update on the current status of the Committee's Work Programme for 2018, which included current Task and Finish Groups.

- 1.3.2 The Committee also considered a suggestion for scrutiny which had been submitted suggesting the Committee:

Carries out a post implementation review of the Home of Horseracing Project a year after its official opening, and reviews the museums future plans on how the Council can assist in its delivery as a partner.

- 1.3.3 The Committee considered the suggestion, and taking into account information provided, the Committee **Resolved** that:

- 1) A review of the Home of Horseracing Project be included in the Committee's forward work programme for early 2018.
- 2) The Democratic Services Officer (Scrutiny) works with the Director (Project Sponsor for Forest Heath District Council) and representatives of the National Horseracing Museum to agree a mutually convenient date to hold an Extraordinary meeting in early 2018, with the venue to be confirmed.

2. Background Papers

- 2.1.1 Report No: [OAS/FH/17/025](#) to the Overview and Scrutiny Committee: Annual Presentation by the Cabinet Member for Operations
- 2.1.2 Report No: [OAS/FH/17/026](#) and [Appendix 1](#) to the Overview and Scrutiny Committee: Decisions Plan: November 2017 to May 2018
- 2.1.3 Report No: [OAS/FH/17/027](#) and [Appendix 2](#) to the Overview and Scrutiny Committee: Work Programme Update and Suggestion for Scrutiny

Cabinet



Forest Heath
District Council

Title of Report:	Recommendations of the Performance and Audit Scrutiny Committee: 29 November 2017: Mid-Year Treasury Management Performance Report and Investment Activity (April – September 2017)	
Report No:	CAB/FH/17/060	
Report to and dates:	Cabinet	12 December 2017
	Council	20 December 2017
Portfolio Holder:	Councillor Stephen Edwards Portfolio Holder for Resources and Performance Tel: 01799 530325 Email: stephen.edwards@forest-heath.gov.uk	
Chairman of the Committee:	Louis Busuttil Chairman of the Performance and Audit Scrutiny Committee Tel: 01638 810517 Email: louis.busuttil@forest-heath.gov..uk	
Lead Officer:	Rachael Mann Assistant Director (Resources and Performance) Tel: 01638 719245 Email: rachael.mann@westsuffolk.gov.uk	
Purpose of report:	On 29 November 2017, the Performance and Audit Scrutiny Committee received Report No: PAS/FH/17/039 and Appendix 1 , which presented the Council's Mid-Year Treasury Management Report summarising the investment activity for the period 1 April to 30 September 2017.	
Recommendation:	It is <u>RECOMMENDED</u> that, subject to the approval of Council, the Mid-Year Treasury Management Report 2017-2018, attached at Appendix 1 to Report No: PAS/FH/17/039, 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>(As it is a Council decision)</i>		
Consultation:	• See Report No: PAS/FH/17/039		
Alternative option(s):	• See Report No: PAS/FH/17/039		
Implications:			
<i>Are there any financial implications? If yes, please give details</i>	• See Report No: PAS/FH/17/039		
<i>Are there any staffing implications? If yes, please give details</i>	• See Report No: PAS/FH/17/039		
<i>Are there any ICT implications? If yes, please give details</i>	• See Report No: PAS/FH/17/039		
<i>Are there any legal and/or policy implications? If yes, please give details</i>	• See Report No: PAS/FH/17/039		
<i>Are there any equality implications? If yes, please give details</i>	• See Report No: PAS/FH/17/039		
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 Report No: PAS/FH/17/039			
Wards affected:	All Wards		
Background papers: <i>(all background papers are to be published on the website and a link included)</i>	Annual Treasury Management and Investment Strategy 2017/18. (Report COU/FH/17/003)		
Documents attached:	None		

1. Key issues and reasons for recommendation

1.1 Mid-Year Treasury Report 2017-2018 and Investment Activity (April to September 2017)

- 1.1.1 The Committee received Report No: PAS/FH/17/039, which provided a summary of investment activities for the first six months of 2017-2018. Full details of treasury management activities during the period were attached at Appendix 1 to the report. It was reported as at 30 September 2017, the Council held £20,005,000 of investments
- 1.1.2 The purchase of the Solar Farm last year, continued to have a knock on effect on the funds available for investment (as cash balances were used instead of external borrowing to fund the purchase), this in turn had reduced the interest earned this year.
- 1.1.3 Also, the reduced Average Rate of Return was due to the reduction in the Bank of England base rate and resulting reduction of interest rates offered by institutions.
- 1.1.4 The Committee scrutinised the Mid-Year Treasury Report 2017-2018, and asked questions of Officers to which responses were provided.
- 1.1.5 The Performance and Audit Scrutiny Committee has put forward recommendations, as set out on page one of this report.

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Cabinet



Forest Heath
District Council

Title of Report:	Recommendations of the Performance and Audit Scrutiny Committee: 29 November 2017 – Delivering a Sustainable Medium Term Financial Strategy 2018-2021	
Report No:	CAB/FH/17/061	
Reports to and dates:	Cabinet	12 December 2017
	Council	20 December 2017
Portfolio Holder:	Councillor Stephen Edwards Portfolio Holder for Resources and Performance Tel: 01799 530325 Email: stephen.edwards@forest-heath.gov.uk	
Chairman of the Committee:	Louis Busuttil Chairman of the Performance and Audit Scrutiny Committee Tel: 01638 810517 Email: louis.busuttil@forest-heath.gov.uk	
Lead Officer:	Rachael Mann Assistant Director (Resources and Performance) Tel: 01638 719245 Email: rachael.mann@westsuffolk.gov.uk	
Purpose of report:	On 29 November 2017, the Performance and Audit Scrutiny Committee considered Report No: PAS/FH/17/038 and Appendix A , which updated Members on progress made towards delivering a balanced budget for 2018/19 and sustainable budget in the medium term, and to recommend to Cabinet inclusion of the proposals in the report to progress securing a balanced budget for 2018/19 and sustainable budget in the medium term.	

Recommendation:	It is <u>RECOMMENDED</u> that:		
	<p>1) the budget assumptions (outlined in Appendix A) and timetable (at 6.1), along with the progress made to date on delivering a balanced budget for 2018-2019 and sustainable budget in the medium term; be noted.</p> <p>2) the proposals, as detailed in Section 5 and Table 2 at paragraph 5.1 of Report No: PAS/FH/17/038, be included in securing a balanced budget for 2018-2019.</p>		
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"/> (As it is a full Council decision)		
Consultation:	• See Report No: PAS/FH/17/038		
Alternative option(s):	• See Report No: PAS/FH/17/038		
Implications:			
<i>Are there any financial implications? If yes, please give details</i>		• See Report No: PAS/FH/17/038	
<i>Are there any staffing implications? If yes, please give details</i>		• See Report No: PAS/FH/17/038	
<i>Are there any ICT implications? If yes, please give details</i>		• See Report No: PAS/FH/17/038	
<i>Are there any legal and/or policy implications? If yes, please give details</i>		• See Report No: PAS/FH/17/038	
<i>Are there any equality implications? If yes, please give details</i>		• See Report No: PAS/FH/17/038	
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 Report No: PAS/FH/17/038			
Wards affected:		All Wards	
Background papers: <i>(all background papers are to be published on the website and a link included)</i>		COU/FH/17/005 - Budget and council Tax Setting 2017/18 CAB/FH/17/007 - Delivering a Sustainable Medium Term Financial Strategy 2017-2020 OAS/FH/17/023 and Appendix B - Draft West Suffolk Strategic Framework	
Documents attached:		None	

1. Key issues and reasons for recommendation

1.1 Future budget pressure and challenges

- 1.1.1 Forest Heath continues to face considerable financial challenges as a result of increased cost and demand, plus pressures and constraints on public sector spending (Revenue Support Grant) from central government, as evidenced by the proposed four year government settlement. It is clear that even without the proposed reductions in Revenue Support Grant (RSG), the council has underlying net cost pressures. This includes costs rising faster than income inflation.
- 1.1.2 The MTFS 2017-2020, approved at Full Council on 22 February 2017 (Report COU/FH/17/005), sets out further current and future financial pressures and challenges facing Forest Heath.
- 1.1.3 The budget gap for years 2018-2019 to 2020-2021 were projected in Table 1 of the report. The current budget assumptions for 2018-2019 to 2020-2021 and for the period of the Medium Term Financial Strategy were detailed in Appendix A.
- 1.1.4 The implementation towards a 100% Business Rates Retention scheme and the review of the needs based assessment/formula that underpins our financial needs settlement from central government are both planned to be implemented in 2020/21. Both changes create significant uncertainty to the council's medium term financial planning assumptions.
- 1.1.5 The worst case scenario for the review of the needs based assessment/formula could be to re-set our financial needs settlement right back to a steady level of growth from 2013 rather than that actually experienced in Forest Heath, thus removing the majority of the growth we retain under the current 50% BRR scheme. This would remove a significant amount of income (worst case - £0.4m) from the budget in 2020/21. This situation will be monitored and reviewed as information becomes available. We will continue to lobby and input into DCLG consultations in order to make our position clear.
- 1.1.6 Report No: PAS/FH/17/038 provided the Performance and Audit Scrutiny Committee with information on the future budget pressures and challenges; budget gap and budget assumptions; methodology for securing a balanced budget 2018/2021; budget proposals for 2018-2021 and the proposed budget timetable.
- 1.1.7 **Extract from Report No: PAS/FH/17/038**

5. Budget proposals for 2018-21

- 5.1 *The Performance and Audit Scrutiny Committee is asked to support and recommend to Cabinet the **inclusion of the following proposals/changes**, as detailed in **Table 2 below** in order to progress securing a balanced budget for 2018/19.*

Table 2: Budget proposals for 2018-21

		18/19 Pressure/ (Saving) £000	19/20 Pressure/ (Saving) £000	20/21 Pressure/ (Saving) £000
Existing MTFS Position		0	0	0
Housing Options	Increase in volume of people requiring assistance - Costs	59	88	97
	Increase in volume of people requiring assistance - HB Recovery	(39)	(43)	(47)
	New Burdens Grant	(24)	(28)	0
Waste Collection	Brown Bin Income - Rephasing of Budget, keeping in line with the service being funded by users of the service.	(30)	0	0
Trade Waste	Additional staffing to reflect current and future service demand	46	46	46
	Increased Trade Waste Income to fund additional staffing levels	(46)	(46)	(46)
Industrial & Business Units	Additional income based off current forecast	0	(20)	(20)
Environmental Management	Delay in rent a roof capital programme item impacting revenue assumptions.	28	13	(2)
Land Charges	LLC1 Search Income lost due to transfer to HMLR mid 18/19	14	22	23
Developmental Control	Increase in Pre-Application Planning Income	(12)	(22)	(32)
Building Control	Change in Budget assumption to reflect 17/18 income trend and current market share.	27	29	29
Salary Budget	Final position following payroll review	TBC	TBC	TBC
Capital Programme	Revenue impact of changes to capital programme	TBC	TBC	TBC
Total Budget Gap		22	39	48

* The budget gap as reported in the table above is still subject to ongoing work as part of the budget setting process, and an updated position will be presented to this committee at its January meeting.

6. Budget timetable

6.1 The table below outlines the timetable of budget information through the committees and to Full Council.

Task	Date
Performance and Audit Scrutiny Committee - consider progress report on 'Delivering a Sustainable Budget 2018/19'	29 Nov 2017
Cabinet to consider recommendations from Performance and Audit Scrutiny Committee – 29 November 2017	12 Dec 2017
Council approval of the 2018/19 Tax Base including any Council Tax technical changes	20 Dec 2017
Council approval of Local Council Tax Reduction Scheme and Council Tax technical changes 2018/19	20 Dec 2017

Member Development Session – Local Government Finance	18 Jan 2018
Performance and Audit Scrutiny Committee - updated report on 'Delivering a Sustainable Budget 2018/19'	31 Jan 2018
2018/19 Budget and Council Tax Setting - Cabinet.	14 Feb 2018
2018/19 Budget and Council Tax Setting - Full Council.	22 Feb 2018

1.2 **Performance and Audit Scrutiny Committee**

- 1.2.1 The Performance and Audit Scrutiny Committee scrutinised the report in detail and **noted** the budget assumptions outlined in Appendix A and the budget timetable along with progress made to date on delivering a balanced budget for 2017-2018 and sustainable budget in the medium term.
- 1.2.2 The Performance and Audit Scrutiny Committee has put forward recommendations as set out on page two of this report.

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Cabinet



Forest Heath
District Council

Title of Report:	Local Council Tax Reduction Scheme 2018/2019	
Report No:	CAB/FH/17/062	
Report to and dates:	Cabinet	12 December 2017
	Council	20 December 2017
Portfolio holder:	Councillor Stephen Edwards Portfolio Holder for Resources and Performance Tel: 07904 389982 Email: stephen.edwards@forest-heath.gov.uk	
Lead officers:	Paul Corney Head of Anglia Revenues Partnership Telephone: 01842 756437 Email: Paul.Corney@angliarevenues.gov.uk	
	Rachael Mann Assistant Director (Resources and Performance) Telephone: 01638 719245 Email: rachael.mann@westsuffolk.gov.uk	
Purpose of report:	To consider and review the Local Council Tax Support Reduction Support Scheme (LCTRS) and proposals to take effect from 1 April 2018.	
Recommendation:	<p>It is <u>RECOMMENDED</u> that Cabinet:</p> <p>Takes into consideration the consultation and engagement feedback detailed in section 7 of Report No: CAB/FH/17/000 and recommends to Council, the following changes to the current Local Council Tax Reduction Scheme to take effect from 1 April 2018:</p> <p>(a) Update the “applicable amounts” to 2015 prices as detailed in paragraph 5.1;</p> <p>(b) Incorporating changes that have occurred as a result of the Government’s welfare reforms as detailed in paragraph 5.2, regarding family premiums; dependence allowances where there are 2 or more children; and</p>	

	eligibility of foreign nationals; and		
	(c) Modernise the scheme as detailed in paragraph 5.3, so that claimants in receipt of Universal Credit don't need to make a separate application to qualify for Council Tax Discount.		
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:	As detailed in the body of the report		
Alternative option(s):	As detailed in the body of the report		
Implications:			
Are there any financial implications? <i>If yes, please give details</i>	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	As outlined in the body of the report	
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 checked="" type="checkbox"/> No <input type="checkbox"/>	Each year the Council is required to review its Local Council Tax Support Reduction Support Scheme (LCTRS). This report advises Cabinet about the conclusion of the 2017 annual review and the resultant proposals for the LCTRS scheme to take effect from 1 April 2018.	
Are there any equality implications? <i>If yes, please give details</i>	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	Officers have completed an Equality Impact Assessment of the proposals. No equality concerns were raised during the consultation.	
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*
Reduction in collection rates Council Tax collection rates could decrease over the year, reducing the scheme revenues	High	ARP closely to monitor non-payment from working age claimants.	Medium
Demand. There is a risk of a higher demand on the	High	ARP to closely monitor caseload. The major precepting	Medium

LCTR Scheme.		authorities will share the financial risks associated with LCTRS. Representatives from Forest Heath and other Suffolk billing authorities and Suffolk County Council are continuing to work together to monitor the county-wide framework.	
Hardship The changes to the scheme may create financial hardship for some claimants.	Medium	ARP to monitor impact to claimants. Exceptional hardship fund is available under the scheme.	Low
Ward(s) affected:		All wards are affected.	
Background papers: <i>(all background papers are to be published on the website and a link included)</i>		<p>Report No: COU13/610 Local Council Tax Support 2013/2014 (scheme introduction) (Extraordinary Council: 16 January 2013)</p> <p>Report No: CAB/FH/16/060 CAB/FH/16/060 Local Council Tax Reduction Scheme and Council Tax Technical Changes 2016/17 (Cabinet: 13 December 2016)</p> <p>Background Paper A - DCLG - 'Vulnerable People Key Local Authority Duties'</p> <p>Background Paper B - New Policy Institute - 'Have cuts to Council Tax Support in England led to rising Council Tax arrears?'</p>	
Documents attached:		None	

1. Background

- 1.1 Since 1 April 2013, Forest Heath District Council has operated a Localised Council Tax Reduction Scheme (LCTRS) to replace the previous, centrally administered Council Tax Benefit (Report D224 provides further background) . Forest Heath’s scheme is aimed at:
- making provision to protect vulnerable people; and
 - supporting work incentives for claimants created by the Government’s wider welfare reform.
- 1.2 Forest Heath’s initial scheme for 2013-14 required working age claimants to pay 8.5% more of the council tax charge than previously. This requirement has been continued over the subsequent 4 financial years, 2014-15, 2015-16, 2016-17 and 2017-18. Forest Heath also protected War Pensioners (pensioners are protected by the Government changes) from the reduction in maximum benefit and removed Second Adult Rebate for working age claimants.
- 1.3 Forest Heath developed a LCTRS that mirrored the previous Council Tax Benefit rules. The scheme pays maximum benefit of 91.5% for working age claimants, previously 100%, and otherwise is, in most areas, the same as the default prescribed LCTRS scheme applied to pensioners. It should be noted the old Council Tax Benefit scheme and rules complied with protections for vulnerable groups, including the disabled, to mitigate the effects of child poverty, duty to prevent homelessness as well as the Equality Duty (see background paper A ‘Vulnerable People Key Local Authority Duties’).
- 1.4 Each year the Council is required to review its Local Council Tax Support Reduction Support Scheme (LCTRS). This report advises Cabinet about the conclusion of the 2017 annual review and the resultant proposals for the LCTRS to take effect from 1 April 2018

2 Scheme Review – Financial Impact

- 2.1 Table 1 below, shows the collectible council tax for all cases that has at some point in the year received a discount under the LCTRS, alongside the amount collected to date. The debit shown includes the whole amount charged for the year including the discounted periods. Table 1 also shows the overall council tax performance for Forest Heath and the amount collected.

Table 1. Forest Heath			
	Debit raised	CTax collected	% collected
Council Tax 2015/16	£26,276,230	£25,519,447	97.12
Council Tax 2016/17	£27,359,646	£26,549,477	97.04
LCTRS awarded 2015/16	£3,037,812		84.7
LCTRS awarded 2016/17	£2,966,663		84.1
LCTRS Caseload	April 2015 3,995	April 2016 3,838	April 2017 3,613

- 2.2 Council Tax accounts where there has been a period of LCTRS awarded show lower collection rates against those without LCTRS and the initial target of 90%. As expected collection has partly relied upon a significant increase in arrangements to deduct Council Tax from Department for Works and Pensions (DWP) Benefits.
- 2.3 Forest Heath has seen a reduction in LCTRS caseload of approximately 5%. A very small number of LCTRS customers have also received Housing Benefit reductions attributed to the Welfare Reform changes since April 2013, namely the Spare Room Subsidy Restriction and the Benefit Cap, with little demand for Exceptional Hardship payments.

3 Behavioural and Administrative impacts

- 3.1 The Councils aim in designing the scheme was to achieve a balance in charging an amount of council tax to encourage customers back in to work whilst setting the amount charged at an affordable and recoverable level.
- 3.2 By setting the amount payable at 8.5% of the charge, in most cases, where a customer is not paying we can affect recovery through attachment to benefit within a year and so, the charge with costs is recoverable. If the amount payable was much higher then it is likely that debt would not be recoverable and there would be a danger of creating a culture of non-payment of council tax.
- 3.3 The Joseph Rowntree Trust have released data concerning Councils schemes where higher charges have been passed on to customers. This evidence suggests that volumes of calls, reminders and summons are still at the high levels and so the cost of recovery is higher and recovery in a year will become more difficult where customers default.
- 3.4 The New Policy Institute released a report highlighting that nationally Council Tax arrears have risen by 13%, particularly for Councils requiring customers to pay more than 8.5%, whilst Councils who retained a 100% scheme have seen a decrease in uncollected tax. (See background paper B 'Have cuts to Council Tax Support in England led to rising Council Tax arrears?')

4 Setting the 2018-19 scheme

- 4.1 Councils are required to review their LCTRS schemes annually. Where it is determined to retain the existing scheme this must be decided by 31st January of the preceding year.
- 4.2 Where Councils seek to amend their scheme it will be necessary to consult/engage Preceptors and stakeholders in order to inform final scheme design by 28th February of the preceding year.
- 4.3 Given the nature of the changes proposed in section 5 below (i.e. either beneficial to council tax payers, or only affecting new claimants, who are not possible to identify), it is considered that a proportionate and sensible form of engagement would be to:
 - a) Write to all preceptors explaining the proposed changes; and

- b) Hold an engagement meeting with relevant stakeholder groups e.g. Citizens Advice and Poverty / disability action groups, explaining the impact of the changes and seeking their views on any unintended consequences / equality implications or possible alternatives.

5 Proposals for the 2018-19 scheme

- 5.1 **Up-rating benefit rates to 2015 rates for all claimants.** The Benefit rates used in the Scheme have not been up-rated in line with the Prescribed Scheme for Pensioners nor Housing Benefit since 2013. The cost to the District is small (under £1k, £4k for County); it should be noted that Benefit rates only require up-rating to 2015 rates, as Government determined to freeze rates at 2015 values in 2016 for four years. This would impact positively on all existing claimants.
- 5.2 **Harmonise the Scheme to the DWP Welfare Reforms introduced in the Prescribed Scheme for Pensioners and Housing Benefit for new claimants.** These measures include restricting new claims to two children, removing the family premium and changes to the entitlement rules for persons from abroad. Due to the fluctuating nature and volume of these cases we cannot predict the impact although we believe it to be small. Such changes will align administration and enable a consistent customer service.
- 5.3 **Introduce links to the award of Universal Credit (UC) for new claimants;** the Council shall be in the UC Full Service from December 2018, meaning all new claims will be affected from 2018-19. The present scheme takes into account the award of UC in a similar way to other DWP Benefits. The proposal is to make LCTRS entitlement conditional upon UC entitlement, thereby removing the requirement to make a separate application.
- 5.4 Those customers not claiming UC who are entitled to do so will be supported to make a claim. Customers not entitled to UC due to their financial circumstances will be in a similar position to existing customers whose income exceeds entitlement to LCTRS. Thus, the Council will continue to support customers in work on a low income using existing DWP calculation rates – the support will be tapered, eventually ceasing, once income exceeds DWP levels.
- 5.5 It is proposed that Forest Heath determine additional classes of applicant who will not be required to satisfy the UC entitlement requirement, that being; War Pensioners, customers receiving Armed Forces payments and customers in receipt of Industrial Injuries Disablement Benefit, this list is not exhaustive.
- 5.6 Changes at 5.2 and 5.3 above will affect people needing to make a new claim either through change in financial circumstances or making a claim for the first time. Existing claimants will have transitional protection until specific changes in their circumstances. We expect the number of people to be effected by these changes to be proportionately small.

6 Other options considered but discounted

- 6.1 Restricting maximum Council Tax band used to assess entitlement to Band D – would affect approx. 20 customers, a small number relative to the gain for the Council (£1k for FHDC, £5k for County).

- 6.2 Restricting savings cap from £16,000 to £6,000 – would affect approx. 30 customers some of whom are likely to requalify once their savings reduce. The financial impact for the council being (£2k for FHDC, £12k for County).
- 6.3 Increasing customer contribution rate to more than 8.5% – the possible increase in Council Tax collected for the Council is considered to be less than the additional costs of recovery (additional recovery staff, postage and enquiries to customer services), including the inability to recover the debt in year by deduction from DWP benefits. Such an approach will have a negative impact on Council Tax collection as detailed in the findings at background paper B.

7 Consultation and Engagement

- 7.1 The consultation and engagement process described in paragraph 4.3 started in October when ARP held a stakeholder engagement meeting and discussed the proposed changes to the scheme. At the end of October we; posted a leaflet on both the ARP and West Suffolk websites; posted the link to a short survey developed using Smart Survey; sent letters to the major preceptors: SCC and the police; directly emailed the leaflet and a link to Smart Survey to a number of stakeholders and landlords covering credit unions, drug rehabilitation centres, accommodation services, armed forces charities, disability charities and care services.
- 7.2 Stakeholders at the ARP meeting did not raise any concerns about the proposals for changes in applicable amounts and welfare reform. There was an interest with how linking universal credit applications and council tax discount will operate, but no opposition to the premise. In terms of the major preceptors, SCC and the Police had no opposition nor comments on the changes. We have had two responses from the online Smart Survey, both from stakeholders and both answering on behalf of St Edmundsbury and Forest Heath. They approved all the proposed amendments and made no additional comments.
- 7.3 Overall the results of the consultation have shown a lack of concern for the changes proposed.

8 Equality and Diversity

- 8.1 The existing LCTRS scheme continues the DWP's previous Council Tax Benefit scheme conventions established over many years, regarding protections for vulnerable groups, including children, the disabled and the Armed Forces. The impact assessment has not raised additional concerns about the impact of the proposed scheme on groups with protected characteristics.

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Cabinet



Forest Heath
District Council

Title of Report:	Council Tax Base for Tax Setting Purposes 2018/2019	
Report No:	CAB/FH/17/063	
Report to and dates:	Cabinet	12 December 2017
	Council	20 December 2017
Portfolio holder:	Councillor Stephen Edwards Portfolio Holder for Resources and Performance Tel: 07904 389982 Email: stephen.edwards@forest-heath.gov.uk	
Lead officer:	Rachael Mann Assistant Director (Resources and Performance) Tel: 01638 719245 Email: rachael.mann@westsuffolk.gov.uk	
Purpose of report:	To set out the basis of the formal calculation for the council tax base for the financial year 2018/2019.	
Recommendation:	<p>It is <u>RECOMMENDED</u> that, subject to the approval of Council:</p> <p>(1) the tax base for 2018/2019, for the whole of Forest Heath is 17,964.44 equivalent Band D dwellings, as detailed in paragraph 1.4 of Report No: CAB/FH/17/063; and</p> <p>(2) the tax base for 2018/2019 for the different parts of its area, as defined by parish or special expense area boundaries, are as shown in Appendix 2.</p>	
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><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"> The tax base figures provided within Appendix 2 of the report have been communicated to town and parish councils so they can start to factor these into their budget setting process. 		
Alternative option(s):	<ul style="list-style-type: none"> Not applicable 		
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 council tax base calculations are used to determine the New Homes Bonus received by the council, and the level of council tax set by the council. Once approved, the tax base for council tax collection purposes of 17,964.44 will be included in the council's Medium Term Financial Strategy. 		
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)
The Council's ability to collect Council Tax income in the current economic climate.	High	Two separate collection rates have been applied to the taxbase calculations in respect of collectability. Communication plan in place.	Medium
Ward(s) affected:	All Wards		
Background papers:	None		
Documents attached:	Appendix 1: CTB Return made to Central Government on 10 October 2017. Appendix 2: 2018/2019 Tax Base for each Parish and Town Council and for Forest Heath District Council.		

1. Key issues and reasons for recommendation(s)

1.1 The Council Tax Base

- 1.1.1 The council tax base is the total taxable value at a point in time of all the domestic properties in the council's area. It is a yearly calculation and represents the estimated number of chargeable dwellings after allowing for exemptions and discounts, projected changes in the property base and after applying an estimated collection rate.
- 1.1.2 The total taxable value referred to above is arrived at by each dwelling being placed in an appropriate valuation band determined by the Valuation Office, with a fraction as set by statute being applied in order to convert it to a 'band D equivalent' figure. These band D equivalent numbers are then aggregated at a district wide level and are also sub totalled for parishes. This has to be done by the council responsible for sending the bills out and collecting the council tax ('the billing authority'). In two tier areas, district councils fulfil this function.
- 1.1.3 The council tax base is used in the calculation of council tax. Each authority divides the total council tax income it needs to meet its budget requirement by the tax base of its area to arrive at a band D council tax.

1.2 Calculation of the tax base for tax setting purposes

- 1.2.1 The calculation of the tax base for tax setting purposes consists of three stages:
- (a) calculation of the tax base for New Homes Bonus purposes as at 3 October 2016 (DCLG return – CTB);
 - (b) analysis of Band D equivalents over each of the parish areas; and
 - (c) adjustment of the band D equivalents to reflect changes in the tax base as a result of any technical changes, projected changes in the property base and a collection rate.

1.3 Tax base for New Homes Bonus purposes

- 1.3.1 The tax base return 'CTB' is used by central government for data collection and the calculation of New Homes Bonus (see Appendix 1). This return shows the analysis of properties across the eight bands for the following classifications of liability:
- (a) properties attracting 100% liability;
 - (b) properties with an entitlement to a 25% discount;
 - (c) properties with an entitlement to a 50% discount;
 - (d) properties with an entitlement to a 100% discount;
 - (e) exemptions;
 - (f) local council tax reduction scheme discounts; and
 - (g) disabled relief adjustments.

- 1.3.2 The figures used to make the above calculations are derived from the Valuation

List as deposited on 11 September 2017, and as amended to reflect any errors or omissions so far detected in reviewing that list.

1.4 **Analysis/Adjustment of Band D Equivalent Properties**

- 1.4.1 The band D properties figure as at 2 October 2017 of 18,375.9 as quoted in line 33 of the CTB form has been updated as at 31 October 2017 to allow for:
- (a) any changes to the Local Council Tax Reduction Support Scheme (outlined in Report No: CAB/FH/17/062, contained elsewhere on this Cabinet agenda);
 - (b) any technical changes to discounts and exemptions such as empty properties, second homes etc (see 1.4.2 below); and
 - (c) potential growth in the property base during 2018/2019 taken from an average of the housing delivery numbers for those sites within the local plan and those that have planning permission, adjusted for an assumed level of discounts/exemptions.
- 1.4.2 In 2013, councils were given the discretion to make certain technical changes to some discounts and exemptions: to charge up to 100% for some previously exempt properties; to charge up to 100% in respect of furnished empty properties (usually referred to as holiday homes); to charge up to 100% in respect of second homes; and to charge up to 50% empty homes premium for properties that had been empty for over 2 years, with the aim of bringing them back into use. All of these changes have a direct impact on the taxbase. There are no proposals to make any technical changes to those previously outlined in Report No: CAB/FH/16/060 – Local Council Tax Reduction Scheme and Council Tax Technical Changes 2017/2018.
- 1.4.3 After updating the band D properties figure as detailed above, an allowance is then made for losses on collection, which assumes that the overall collection rate for 2018/19 will be 97%. In addition to this collection rate, a further adjustment has been made to allow for the collectability of the council tax arising from the Local Council Tax Support scheme, which has been assessed at 85%.
- 1.4.4 The resulting tax base for council tax collection purposes has been calculated as 17,964.44 which is an increase of 389.11 on the previous year.
- 1.4.5 The table below shows the actual number of dwellings in each tax band based on the current valuations which are discounted to 1 April 1991 and the percentage in each band. There has been no national revaluation since that date.

Band	Tax Band values as at	Actual Number	Actual Number of	Number of Chargeable	Relevant Proportion	Relevant Amount
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	01/04/1991 (£)	of dwellings (Note 1)	dwellings as a percentage	dwellings (Note 2)		(Note 3)
@ (Note 4)				6.9	5/9	3.8
A	Up to 40,000	6,570	22.1%	4,118.6	6/9	2,745.7
B	40,001 to 52,000	9,805	33.0%	7,391.4	7/9	5,748.8
C	52,001 to 68,000	5,989	20.2%	4,418.3	8/9	3,927.4
D	68,001 to 88,000	4,058	13.7%	2,705.8	9/9	2,705.8
E	88,001 to 120,000	2,036	6.9%	1,333.4	11/9	1,629.7
F	120,001 to 160,000	722	2.4%	592.9	13/9	856.3
G	160,001 to 320,000	450	1.5%	401.3	15/9	668.9
H	Over 320,000	54	0.2%	44.8	18/9	89.5
Total		29,684	100.0%	21,013.2		18,375.9
Actual tax base after applying technical changes, an allowance for potential growth and collection rate						17,964.44

Note 1: This is the total number of dwellings on the Valuation List before making any adjustments (line 1 of the CTB return at Appendix 1).

Note 2: This is the number of chargeable dwellings after adjusting for discounts, exemptions and local council tax support but before applying the relevant proportion (ratio to band D) (line 29 of the CTB return at Appendix 1).

Note 3: This is the total number of band D equivalent dwellings as shown on line 31 of the CTB return at Appendix 1.

Note 4: Disabled reduction results in charging the property at one band lower (1/9th) than its actual band. The "@" figure relates to band A properties which are eligible for a disabled reduction (1/9th below a band A charge).

1.5 **Precept Payment Arrangements for 2018/2019**

1.5.1 In line with the delegated authority to administer the Council's financial affairs as outlined in the Constitution, the arrangements for the scheduling of the precept payments for 2018/2019, will be determined by the Assistant Director (Resources and Performance) (Chief Financial Officer).

1.5.2 It is expected that the payments schedule for parish and town councils will take the same form as previous years:

AMOUNT OF PRECEPT	AMOUNT OF PAYMENTS
Under £4,000	Full payment Friday, before 1 May 2018

£4,000 - £10,000	50% payment Friday, before 1 May 2018 50% payment Friday, before 1 August 2018
Over £10,000	50% payment Friday, before 1 May 2018 15% payment Friday, before 1 August 2018 35% payment Friday, before 1 October 2018

CTB(October 2017)

Calculation of Council Tax BasePlease e-mail to : ctb.statistics@communities.gsi.gov.uk

Please enter your details after checking that you have selected the correct local authority name

Ver 1.0

Please select your local authority's name from this list

Check that this is your authority :

Forest Heath

E-code :

E3532

Local authority contact name :

Sharon Goddard

Local authority contact telephone number :

01842 756464

Local authority contact e-mail address :

arpfinance@angliarevenues.gov.uk**CTB(October 2017) form for Forest Heath***Completed forms should be received by DCLG by Friday 13 October 2017***Dwellings shown on the Valuation List
for the authority on
Monday 11 September 2017**Band A
entitled to
disabled relief
reduction
COLUMN 1Band A
COLUMN 2Band B
COLUMN 3Band C
COLUMN 4Band D
COLUMN 5Band E
COLUMN 6Band F
COLUMN 7Band G
COLUMN 8Band H
COLUMN 9TOTAL
COLUMN 10**Part 1**

1. Total number of dwellings on the Valuation List		6,570	9,805	5,989	4,058	2,036	722	450	54	29,684.0
2. Number of dwellings on valuation list exempt on 2 October 2017 (Class B & D to W exemptions)		439	721	981	1,076	614	90	30	3	3,954.0
3. Number of demolished dwellings and dwellings outside area of authority on 2 October 2017 (please see notes)		2	0	1	1	0	0	0	0	4.0
4. Number of chargeable dwellings on 2 October 2017 (treating demolished dwellings etc as exempt) (lines 1-2-3)		6,129	9,084	5,007	2,981	1,422	632	420	51	25,726.0
5. Number of chargeable dwellings in line 4 subject to disabled reduction on 2 October 2017		11	40	27	35	14	10	5	5	147.0
6. Number of dwellings effectively subject to council tax for this band by virtue of disabled relief (line 5 after reduction)	11	40	27	35	14	10	5	5		147.0
7. Number of chargeable dwellings adjusted in accordance with lines 5 and 6 (lines 4-5+6 or in the case of column 1, line 6)	11	6,158	9,071	5,015	2,960	1,418	627	420	46	25,726.0

CTB(October 2017)

Calculation of Council Tax BasePlease e-mail to : ctb.statistics@communities.gsi.gov.uk

Please enter your details after checking that you have selected the correct local authority name

Ver 1.0

8. Number of dwellings in line 7 entitled to a single adult household 25% discount on 2 October 2017	4	3,128	3,124	1,228	645	234	110	59	5	8,537.0
<i>Tax base after reduction</i>	<i>3</i>	<i>2346</i>	<i>2343</i>	<i>921</i>	<i>483.75</i>	<i>175.5</i>	<i>82.5</i>	<i>44.25</i>	<i>3.75</i>	
9. Number of dwellings in line 7 entitled to a 25% discount on 2 October 2017 due to all but one resident being disregarded for council tax purposes	1	40	61	53	29	10	3	4	0	201.0
<i>Tax base after reduction</i>	<i>0.75</i>	<i>30</i>	<i>45.75</i>	<i>39.75</i>	<i>21.75</i>	<i>7.5</i>	<i>2.25</i>	<i>3</i>	<i>0</i>	
10. Number of dwellings in line 7 entitled to a 50% discount on 2 October 2017 due to all residents being disregarded for council tax purposes	0	3	5	1	1	5	0	3	3	21.0
<i>Reduction in tax base</i>										
11. Number of dwellings in line 7 classed as second homes on 2 October 2017 (b/fwd from Flex Empty tab)		58	46	40	22	22	10	8	4	210.0
12. Number of dwellings in line 7 classed as empty and receiving a zero% discount on 2 October 2017 (b/fwd from Flex Empty tab)		116	146	86	70	38	11	8	1	476.0
13. Number of dwellings in line 7 classed as empty and receiving a discount on 2 October 2017 and not shown in line 12 (b/fwd from Flex Empty tab)		31	39	22	7	3	1	2	0	105.0
14. Number of dwellings in line 7 classed as empty and being charged the Empty Homes Premium on 2 October 2017 (b/fwd from Flex Empty tab)		29	28	17	3	6	2	3	3	91.0
15. Total number of dwellings in line 7 classed as empty on 2 October 2017 (lines 12, 13 & 14).		176	213	125	80	47	14	13	4	672.0
16. Number of dwellings that are classed as empty on 2 October 2017 and have been for more than 6 months. NB These properties should have already been included in line 15 above.		67	75	48	33	22	6	10	4	265.0
16a. The number of dwellings included in line 16 above which are empty on 2 October 2017 because of the flooding that occurred between 1 December 2013 and 31 March 2014 and are only empty because of the flooding.		0	0	0	0	0	0	0	0	0.0

CTB(October 2017)

Calculation of Council Tax BasePlease e-mail to : ctb.statistics@communities.gsi.gov.uk

Please enter your details after checking that you have selected the correct local authority name

Ver 1.0

Part 2

27. Number of dwellings equivalents after applying discounts and premiums to calculate tax base (Line 22)	9.75	5,354.37	8,252.85	4,684.25	2,787.60	1,355.90	599.45	402.25	44.75	23,491.2
28.Reduction in taxbase as a result of local council tax support (b/fwd from CT Support tab)	2.90	1,235.81	861.50	265.91	81.83	22.51	6.60	0.94	0.00	2,478.0
29. Number of dwellings equivalents after applying discounts, premiums and local tax support to calculate taxbase	6.9	4,118.6	7,391.4	4,418.3	2,705.8	1,333.4	592.9	401.3	44.8	21,013.2
30. Ratio to band D	5/9	6/9	7/9	8/9	9/9	11/9	13/9	15/9	18/9	
31. Total number of band D equivalents after allowance for council tax support (to 1 decimal place) (line 29 x line 30)	3.8	2,745.7	5,748.8	3,927.4	2,705.8	1,629.7	856.3	668.9	89.5	18,375.9
32. Number of band D equivalents of contributions in lieu (in respect of Class O exempt dwellings) in 2017-18 (to 1 decimal place)(line 25)										0.0
33. Tax base after allowance for council tax support (to 1 decimal place) (line 31 col 10 + line 32)										18,375.9

Certificate of Chief Financial Officer

I certify that the information provided on this form is based on the dwellings shown in the Valuation List for my authority on 11 September 2017 and that it accurately reflects information available to me about exemptions, demolished dwellings, disabled relief, discounts and premiums applicable on 2 October 2017 and, where appropriate, has been completed in a manner consistent with the form for 2016.

Chief Financial Officer :

Date :

Parish Taxbase Figures 2018/2019

Parish/Town	Taxbase 2018/2019 (Number of Band D Equivalent Dwellings)
Barton Mills	363.67
Beck Row	986.41
Brandon (and Wangford)	2,448.26
Cavenham	48.77
Dalham	129.59
Elveden	99.41
Eriswell	267.48
Exning	771.89
Freckenham	135.01
Gazeley	252.13
Herringswell	115.31
Higham	73.43
Icklingham	142.81
Kentford	356.69
Lakenheath	1,320.04
Mildenhall	2,754.89
Moulton	411.82
Newmarket	5,408.60
Red Lodge	1,420.93
Santon Downham	88.07
Tuddenham	157.79
Worlington	211.44
Total (District Taxbase)	17,964.44

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Cabinet



Forest Heath
District Council

Title of Report:	Draft West Suffolk Strategic Framework 2018-2020	
Report No:	CAB/FH/17/064	
Report to and dates:	Cabinet	12 December 2017
	Council	20 December 2017
Portfolio holder:	Councillor James Waters Leader of the Council Tel: 07771 621038 Email: james.waters@forest-heath.gov.uk	
Lead officer:	Ian Gallin Chief Executive Tel: 01284 757001 Email: ian.gallin@westsuffolk.gov.uk	
Purpose of report:	To approve the West Suffolk Councils' draft Strategic Framework.	
Recommendation:	It is <u>RECOMMENDED</u> that the draft West Suffolk Strategic Framework 2018-2020, as contained in Appendix A to Report No: CAB/FH/17/000, is recommended to Council for adoption.	
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"> The draft document was discussed by Overview and Scrutiny Committee on 9 November 2017. The more detailed proposals contained in the document have arisen as a result of ongoing engagement by councillors and officers with a wide range of stakeholders, for example, business, residents, communities and voluntary groups. This engagement includes formal consultations, 	

	surveys and monitoring of feedback, as well as more informal dialogue.		
Alternative option(s):	<ul style="list-style-type: none"> It is not compulsory for councils to have strategic planning documents in place. However, this can result in a lack of strategic direction and agreement on the vision and purpose of the organisation, or the outcomes that councillors and staff are working towards. 		
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 draft strategic framework document is aligned with the Medium Term Financial Strategy and budget setting process for 2018-19. 	
Are there any staffing implications? If yes, please give details	Yes <input type="checkbox"/> No <input type="checkbox"/>		
Are there any ICT implications? If yes, please give details	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>		
Are there any legal and/or policy implications? If yes, please give details	Yes <input checked="" type="checkbox"/> No <input checked="" type="checkbox"/>	<ul style="list-style-type: none"> The draft document will set the framework within which future West Suffolk policies are set. 	
Are there any equality implications? If yes, please give details	Yes <input checked="" type="checkbox"/> No <input checked="" type="checkbox"/>	<ul style="list-style-type: none"> The draft document includes a number of priorities where a particular emphasis is placed on meeting the needs of different groups. Where appropriate, individual policies and projects referred to in the draft Strategic Framework document have already undergone, or will undergo, an Equality Impact Assessment. 	
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*
Lack of funding to support full set of projects listed in appendix A	Medium	Finance team involvement in business planning to fully assess value for money of detailed proposals	Low
Future changes in the wider economic environment affect the delivery of economic development and	Medium	Ongoing monitoring of local economic conditions. Wider changes in model of service delivery to allow	Low

housing objectives		prioritisation of economic and housing priorities	
Unable to meet public's expectations of what the councils will deliver	Medium	Effective communications to educate residents about new ways of working	Low
Ward(s) affected:		All	
Background papers: <i>(all background papers are to be published on the website and a link included)</i>		West Suffolk Strategic Plan 2014-16 https://www.westsuffolk.gov.uk/Council/Policies_Strategies_and_Plans/upload/WestSuffolkStrategicPlan2014-16-full-version.pdf	
Documents attached:		Appendix A: Draft Strategic Framework 2018-2020	

1. Key issues and reasons for recommendation(s)

1.1 Development of West Suffolk Strategic Framework 2018-2020

- 1.1.1 The report seeks Cabinet's approval for the draft West Suffolk Strategic Framework 2018-2020. The strategic framework represents a revision of the existing West Suffolk Strategic Plan 2014-2016.
- 1.1.2 The report summarises the work that has been carried out so far on the development of a draft West Suffolk strategic framework and seeks the Cabinet's approval of the draft document.

2. Draft Strategic Framework – progress so far

- 2.1 Work has been underway by Portfolio Holders from both Forest Heath and St Edmundsbury councils since summer 2017 on the development of a revised Strategic Framework for 2018-2020.
- 2.2 The most recent strategic plan for West Suffolk covered the period 2014-2016. It was then agreed to extend the vision and priorities in that plan until the outcome of the devolution process in Norfolk and Suffolk was clear. It is now considered timely for a new strategic framework document to be agreed, especially given that the both councils have now agreed to proceed with proposals for creating a single council for West Suffolk.
- 2.3 The development work so far has involved the formulation of a draft **vision** and **strategic priorities**, based on a review of West Suffolk's existing priorities, and set against a background of evidence about West Suffolk and the issues we are facing. The three priorities that emerged from this work continue to be **growth; resilient families and communities; and housing**.
- 2.4 Each of the three strategic priorities is supported by a draft set of **projects and actions**. These cover the projects and actions already underway as well as those that have been agreed but not yet started.
- 2.5 The final element of the strategic framework is the '**ways of working**' section which outlines *how* the councils will work together in taking forward the ambitious set of projects and activities, in order to support improvements in quality of life in West Suffolk.

3. Key points to note

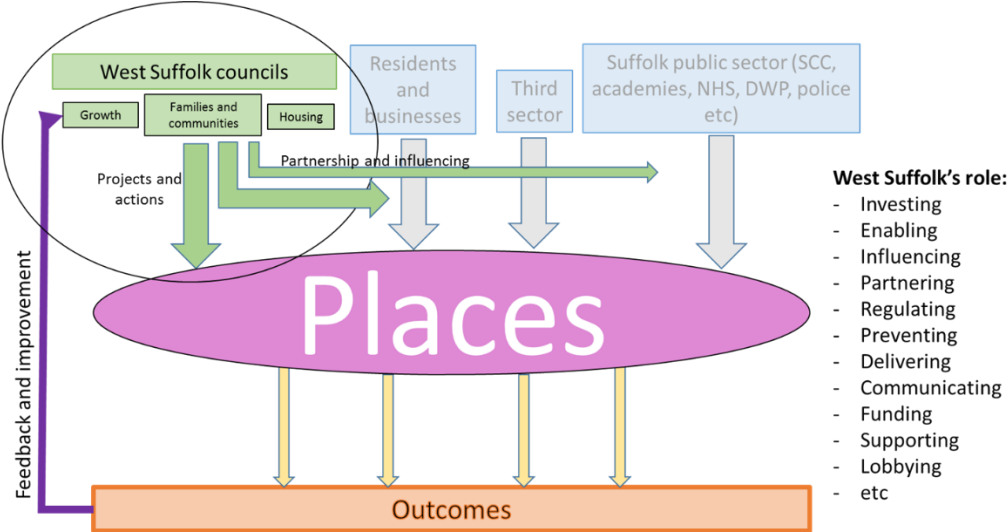
3.1 *The document is not comprehensive*

- 3.1.1 The aim of the Strategic Framework document is to provide councillors, staff, partners and residents with an overview of the councils' strategic direction and its distinctive ways of working, as opposed to a complete description of the activities the councils will be carrying out. The content is therefore necessarily high-level and focused on areas that are changing, with the detail and business as usual activities being fleshed out in individual plans, strategies and service-specific business plans.

3.2 West Suffolk’s contribution is only part of the picture

3.2.1 The diagram below shows how the councils are contributing to outcomes in West Suffolk alongside others, including residents, families and communities, businesses, the voluntary sector and other public sector partners, including Suffolk County Council (SCC) and town and parish councils.

3.2.2 For this reason, the draft document takes account of the plans and strategies of others, including SCC, the Local Economic Partnerships, and feedback from communities through our ongoing engagement work.



Appendix A: Scope of West Suffolk strategic plan 2018-2020

3.3 There is a new emphasis on place

3.3.1 The draft document has a greater emphasis on place than the previous strategic plan, in recognition of the distinctive character of the difference towns, villages and more sparsely populated rural areas across West Suffolk.

3.3.2 A number of examples of places where projects and actions area already planned are included within the draft document. These are necessarily selective as it is not possible to refer to all places within West Suffolk, but efforts have been made to ensure a variety of examples are given within the text.

3.4 The document is evidence-based

3.4.1 As set out in section three of the document, the priorities, projects and actions have been developed based on analysis and insight around the challenges and opportunities facing residents, communities and businesses in West Suffolk.

3.5 The document sets the framework for a new single council

3.5.1 As the draft framework document covers the period 2018-2020, it will set the strategic direction for the new single council for West Suffolk, if this is created as a result of the current Government process. As such, the framework is aligned with the councils’ business case that was submitted to the Secretary of

State this autumn.

4. Input from Overview and Scrutiny Committees

- 4.1 A number of issues were raised by members of SEBC and FHDC Overview and Scrutiny Committees at their meetings on 8 and 9 November respectively. These are set out below, alongside the changes that have been made to the draft, or handled in a different way. (Page numbers refer to the pages in the Overview and Scrutiny report version (the bracketed numbers refer to the pages in the agenda pack)).

FHDC

Issue raised by committee	Response
How will the document be made use of?	The document will provide the overarching framework for staff and Members, to set out the direction for the councils. It aligns with how financial resources have been and will be allocated for 2018-2020, and sets the framework for business planning and performance management.
How will the councils know if they are making any difference in local places?	The performance framework described on p19 of the draft document outlines how we will measure progress against the priorities in the document. Performance against the framework will be reported through the performance management framework, including to Performance, Audit and Scrutiny Committee.
Add reference to growth sites in Forest Heath in the second bullet point in the Growth section	Add "Plus, depending on the outcome of the Forest Heath Local Plan examination North Lakenheath, North Red Lodge and West Mildenhall."
Amend "self sufficient" to "financially self sufficient" on p29	Amend as suggested
Add reference to the role of the Citizens Advice Bureau and Registered Providers as well as Anglia Revenues Partnership	Amend as suggested
Data and intelligence need to be made available to Parish Councils through online mechanisms.	This will be included in the work programme for data and intelligence.
Add reference to the Medium Term Financial Strategy.	Reference is included in section "Resourcing our priorities"

SEBC

Issue raised by committee	Response
Work on the Haverhill Epicentre (Research Park) began in 2014 when planning permission was received. Should it therefore still be included in the document?	Keep reference in to demonstrate the councils' continuing commitment
Would like to see a reference to St Edmundsbury's support for a rail link between Haverhill and Cambridge	Include reference on p 11 (25) under point 4.
The Haverhill Masterplan has been in place for a while. What is happening on it?	Update given in meeting - no changes to document proposed.
Need to clarify that the timetable for the closure of RAF Mildenhall not definite.	Amend wording to read "in anticipation of the United States Air Force leaving the site in 2024 "at the earliest". p11 (25)
Change wording of A1307 to "A1307 corridor"	Change wording as suggested
Duplicate text on p21 and p24	This is intentional to show the totality of the priorities on p21 and then the amplification of each in turn in each of the sections on Growth, Families and Communities and Housing
Apparent contradiction between saying West Suffolk is 'well-connected' on p 6 (20) and then saying that infrastructure improvements are needed on p11 (25)	Add phrase 'to enable West Suffolk to continue to flourish' on p11 (25)
Document needs tidying up	Proof read, design and typeset the document before publication
How will we evaluate what we will achieve or hope to achieve?	This is covered on p18 (32) of the document.
The issue of homelessness needs to be prioritised at the current time	The councils' actions on homelessness are covered on p16 (30)
What data will be included in the document (infographics) and will it all be 2011 data and at ward level?	Add infographics covering economy, housing, demographics etc, at lowest possible geographical level and for most recent years available
The framework refers to a number of areas where the councils are behaving more commercially. If these initiatives fail, what is the 'plan B'?	Each of the income generating initiatives that will be brought forward in the context of the strategic framework will be appraised individually through business cases, including an analysis of risks.
What guarantees can be given around investment in rural areas?	The framework covers all of West Suffolk's places, whether towns, villages or isolated hamlets. The strategies and plans that sit 'underneath' the framework will

	address where funding will be targeted, according the particular needs of each of the places and recognising the specific challenges and opportunities facing rural areas. Add stronger references to rural communities in document.
Add reference to the role of the voluntary and community sector in dealing with problems in Homes of Multiple Occupation (HMOs) on p16 (30), point 8	Add reference as suggested.

5. Publication and launch

- 5.1 Following Cabinet consideration, the draft West Suffolk Strategic Framework is due to be considered by both councils’ full Councils later in December 2017. Subject to agreement being reached, the framework would then be published. A full communications plan has been developed to share the framework and the priorities that guide the work of the authorities and new single council. This includes communicating internally with staff and members as well as externally with residents, businesses and partners, including parish councils, and the wider voluntary and public sector.
- 5.2 Communications will continue throughout the framework period to help embed the vision and priorities in the culture of the organisation as well as explain the strategic aims of the councils. Priority areas will also be highlighted with practical examples of case studies and successes during this time to bring emphasis on aspects of the councils’ ambitions, services and projects being delivered. Where appropriate this will involve Leaders and Portfolio Holders.
- 5.3 The priorities and vision set out in the framework will also be an integral part of communications work of the council and its messaging.

West Suffolk Strategic Framework

2018-20

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Foreword from the Leaders of the Councils

This is West Suffolk Councils' second strategic plan, cementing our place nationally as transformational councils. Since the last plan we have concentrated our efforts on delivering high quality services while investing in growth and working alongside businesses, residents and partners to create opportunities, jobs and prosperity. We have pioneered new ways of working with communities, aiding local solutions and opportunities to be created by residents to meet their aspirations.

This new framework sets out our vision and aims that the councils and the new West Suffolk Council¹ will be working with others to achieve over the next two years, as follows:

Supporting and investing in our west Suffolk communities and businesses to encourage and manage ambitious growth in prosperity and quality of life for all.

West Suffolk is a national success story – a place people love to live and support their families and businesses to grow. With unique countryside, good quality of life and part of the UK economic engine bound together by communities, good neighbours and local groups that look out for one another.

We have been at the forefront nationally of changing the way local government works for its communities and economy. We are making sure our area can meet the challenges such as reduced funding, pressures on housing, increasing demand on health services and the need to attract investment, while being in a better position to bring jobs and prosperity and still deliver vital services. We are also mindful the needs and opportunities for our rural villages and areas as well as supporting our market towns.

To make sure West Suffolk continues its success story onto the next chapter we will focus our energies on three main strategic priorities.

We believe our communities want to see:

- Growth in West Suffolk's economy for the benefit of all our residents and UK plc.
- Resilient families and communities that are healthy and active
- Increased and improved provision of appropriate housing in West Suffolk in both our towns and rural areas.

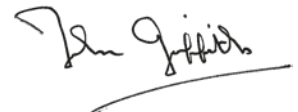
It is truly an exciting and ambitious time in West Suffolk with the creation of a new single council giving us a louder voice to champion our area; better ability to take advantage of commercial opportunities but being the right size to concentrate locally on place and communities, supporting both our rural and urban residents and businesses.

This framework document is likely to also cover the creation of the West Suffolk Council between 2018 and 2020. Our priorities flow from what we have achieved so far and our approach will see us behaving more commercially while supporting our families and communities and delivering inclusive growth. We will be using data to give us a greater focus on place to help achieve these aims with our communities and partners.

But we cannot achieve these aims alone. That is why we have pioneered new ways of working with communities, partners, businesses and local groups to achieve these ambitions together. We will continue to work in this innovative way to ensure the people and businesses of West Suffolk continue to thrive and champion our communities locally, nationally and internationally.



Councillor James Waters
Leader, St Edmundsbury
Borough Council



Councillor John Griffiths
Leader, Forest Heath
District Council

¹NB To avoid undue complexity, the document refers throughout to West Suffolk Councils. In the event of a new West Suffolk Council being formed in May 2019, all references would then refer to West Suffolk Council.

West Suffolk Councils' role in transforming local places

West Suffolk Councils – Forest Heath District Council and St Edmundsbury Borough Council – are uniquely placed to support our local places as they seek to grow and prepare for the next decade, and to improve quality of life for all.

As district councils, we play a central part in shaping the future in west Suffolk, alongside residents, businesses, the third sector and other public sector partners.

Our role includes the following:

Role of West Suffolk Councils		
invest	enable	influence
partner	regulate	prevent
deliver	communicate	fund
support	lobby	protect

Using evidence and insight (see following section) the councils have identified the most significant challenges and opportunities that are facing West Suffolk's towns, villages and other rural areas over the next few years. Based on this, and on our vision for what we believe a future West Suffolk should look like, we have identified those areas of West Suffolk Councils' responsibility where we can have the greatest impact and make the biggest difference in our local areas, using the resources that have been entrusted to us. In doing so, we have been mindful of the role of other partners and their plans and strategies, for example, Suffolk County Council, the two Local Enterprise Partnerships covering West Suffolk, parish and town councils, the third sector, community and representative groups and other public sector partners.

This document describes this strategic framework which will shape our resourcing and decision-making over the period 2018-2020.



About West Suffolk: current challenges and opportunities

West Suffolk Councils are committed to making decisions about the future based on evidence and insight. The priorities described in this document are therefore based on analysis that has been carried out to determine what are the most significant challenges and opportunities facing the area. Our approach has drawn on:

- published national data sources
- data from public sector partners
- internal operational data
- insight from local communities, residents, councillors and staff

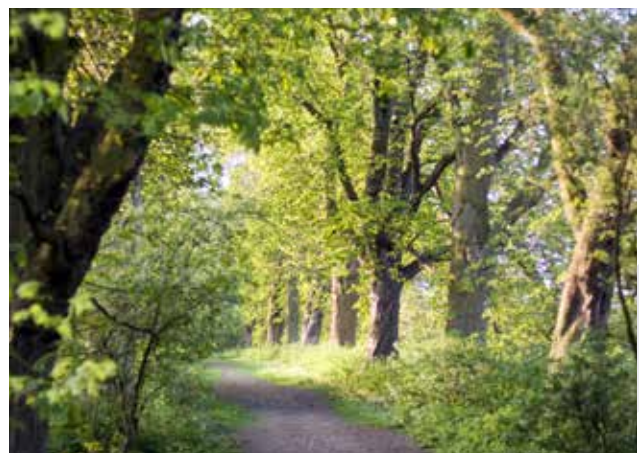
About West Suffolk

The area of West Suffolk comprises the council areas of Forest Heath and St Edmundsbury, two predominantly rural districts in the heart of East Anglia. Well-connected with London, the rest of East Anglia and the Midlands, West Suffolk is a safe and comparatively prosperous place in which to live. West Suffolk has a thriving and diverse economy, embracing a



number of business sectors, including several that support the two major US Air Force bases at RAF Mildenhall and Lakenheath. It also has some beautiful and accessible countryside areas, including grassland, heath and forest. At the same time, some areas of West Suffolk are facing challenges such as rural isolation, a lack of skills or qualifications, an ageing population in need of more specialist housing or care, poverty, ill-health or deprivation.

The charts and graphs on the following pages summarise some of the attributes of West Suffolk, and the challenges and opportunities faced by residents, businesses, the councils and other partners. To see more statistics about life in West Suffolk, please visit: www.suffolkobservatory.info



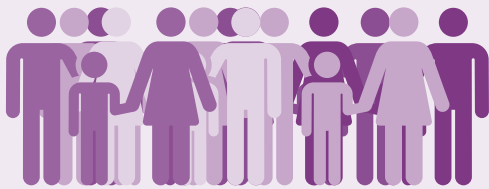
POPULATION

West Suffolk’s population is set to grow significantly in the future, and to become older. This poses challenges for the councils in ensuring the right kinds of housing, jobs and infrastructure for our growing population in both urban and rural areas.

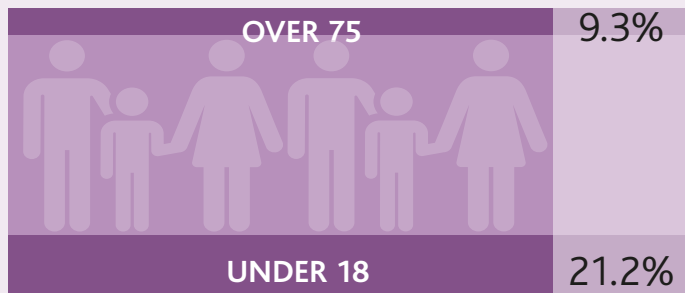
Population

In 2016, the total population of West Suffolk was

177,385



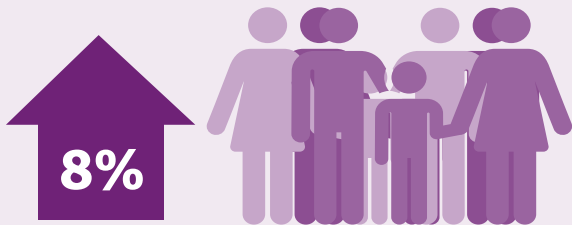
Source: ONS 2016 Mid Year population estimates



21.2% of West Suffolk’s population was under 18 (compared to 21.3% of England’s population).

9.3% of West Suffolk’s population was over 75 (compared to 8.1% of England’s population).

Population growth



Between 2017 and 2030, the population of West Suffolk is predicted to grow by 8% (compared to 9% in England as a whole).



The **under 18 population** is predicted to grow by 5% (England – 7%)



And the **over 75s population** is predicted to grow by 55% (England – 47%)

Source: ONS 2014-based Sub-national population projections

Number of households

By 2039, the number of households in West Suffolk is predicted to have increased by 20% compared to 2014 figures



Source: www.gov.uk. 2014-based Household projections for England and Local Authorities

Rural / urban balance

Approximately 40% of the population of West Suffolk live in rural locations



Source: Defra Rural/urban classification 2011

ECONOMY

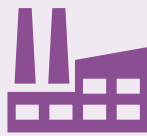
West Suffolk's workforce is growing faster than surrounding areas and the country as a whole, and employment among young people in particular is healthy. However, wage levels remain below the national average, leading to a renewed focus by West Suffolk councils on attracting high quality employment to the area, supported by training and skills development.

Main economic sectors

In 2016 workers in West Suffolk were employed in the 5 following main sectors:



Business admin & support services



Manufacturing



Health



Retail



Accommodation & food services

	Business admin & support services	Manufacturing	Health	Retail	Accommodation & food services
West Suffolk	15.6%	11.9%	11.9%	9.7%	7.4%
England & Wales	9%	8.2%	12.9%	9.5%	7.4%

Source: Business Register and Employment Survey

These figures exclude farm agriculture (SIC subclass 01000)

Income levels

Weekly median pay (gross) for full time workers





Year	Forest Heath	St Edmundsbury	England
2007	£376.60	£413.60	£464.00
2017	£506.70	£536.40	£555.30

Source: Annual Survey of Hours and Earnings

Employment

% increase in the number of people in employment 2015 - 2016

West Suffolk	3.98	 
Cambridge City	0.97	
East Suffolk	0.76	
Mid Suffolk and Babergh	1.91	
Ipswich	2.62	
Suffok	2.32	
Cambridgeshire	3.81	
United Kingdom	3.12	

Source: Business Register and Employment Survey

Young people not in Education, Employment or Training (NEET)

In April 2017, 4% of the 16-18 year old population in West Suffolk were not in Education, Employment or Training (England: 8.4%)

4%

Source: Labour Force Survey

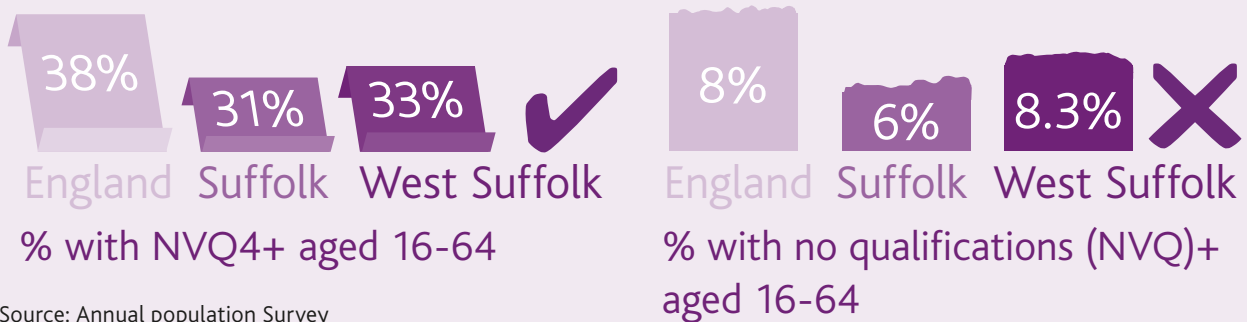
EDUCATION, SKILLS AND TRAINING

West Suffolk faces challenges with increasing skills and attainment levels for our residents, in order to ensure businesses can continue to make the area their home and take hold of new opportunities to expand and innovate.

Qualifications

Reference period
Jan - Dec 16

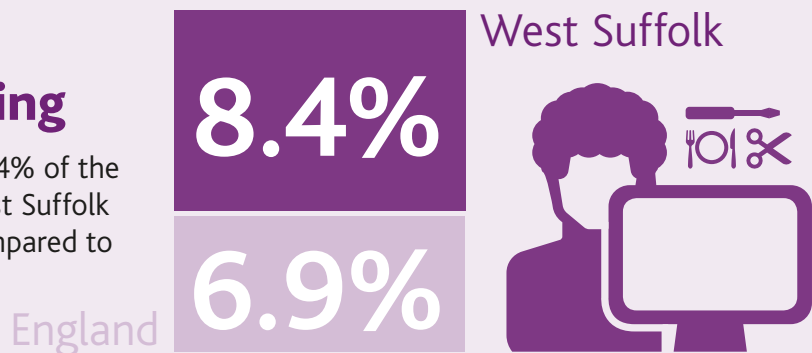
The proportion of 16-64 year olds with no qualifications is higher than the national average. Meanwhile, the proportion of 16-64 year olds with NVQ level 4+ is lower than the national average.



Young people in work-based learning

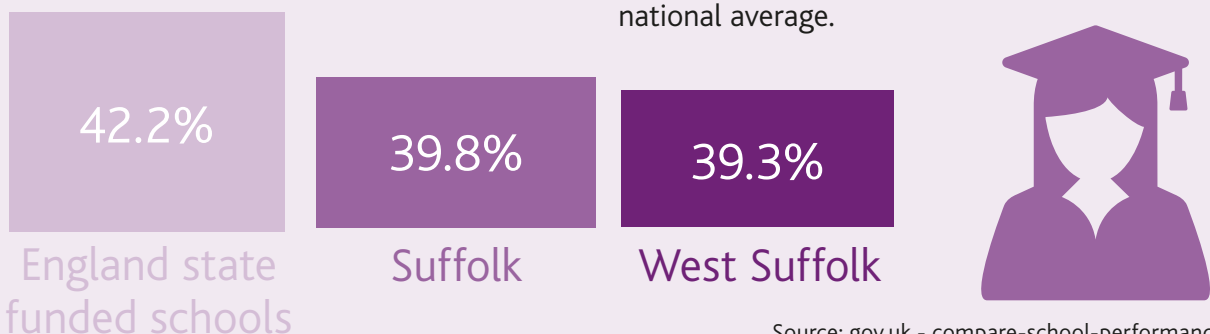
At the end of December 2016, 8.4% of the 16-18 year old population in West Suffolk were in work-based learning, compared to 6.9% for England as a whole.

Source: gov.uk/government/collection/statistics - neet



Educational attainment

The percentage of year 11 students in West Suffolk achieving Grade 5 or above in England and Maths GCSE in 2017 was below the national average.



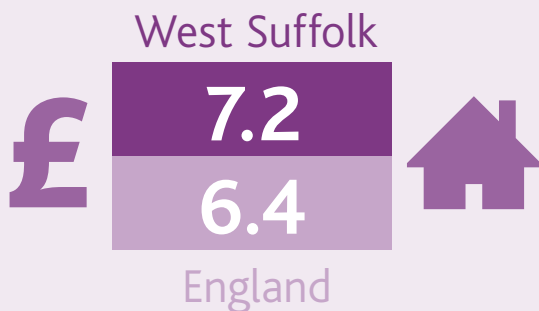
Source: gov.uk - compare-school-performance

HOUSING

Buying or renting a home in West Suffolk is challenging, given average prices and local wage levels. Like the rest of the UK, increasing homelessness poses challenges to families, communities and West Suffolk Councils and its partners. We have invested significant resources in addressing these issues, but the overall housing challenge continues.

Affordability

The estimated ratio of average earnings to average property price in West Suffolk in 2017 was 7.2, compared to a ratio of 6.4 for England as a whole.

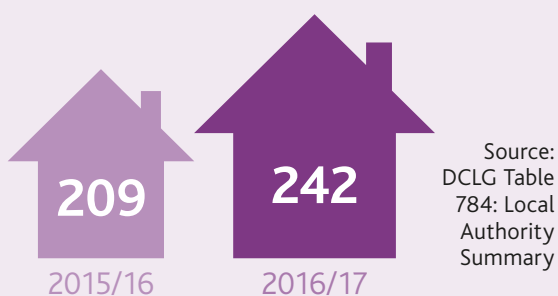


(Ratio of average earnings (full time workers' mean gross annual pay) : Mean semi-detached property price)).

Source: Wage levels - Annual Survey of Hours and Earnings. House prices - Gov.uk - UK House Price Index: data downloads Aug 2017

Homelessness

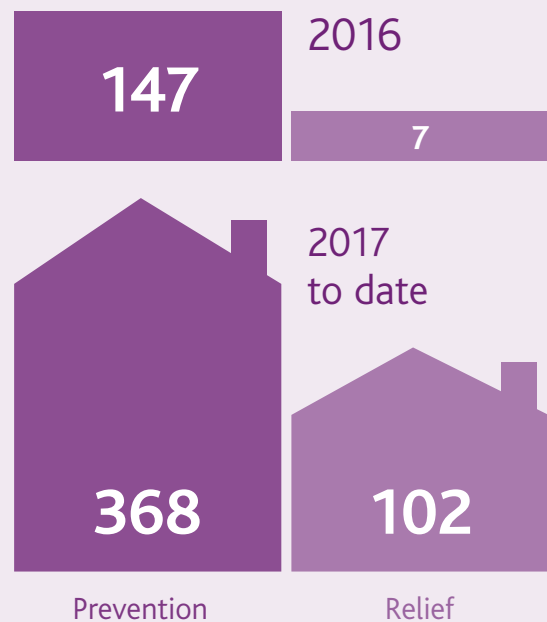
The number of people accepted as homeless (i.e. in priority need and not intentionally homeless) in West Suffolk in 2016-17 increased significantly from 2015-16 levels.



Source: DCLG Table 784: Local Authority Summary

Homelessness prevention and relief

The number of cases of homelessness prevention and relief dealt with by West Suffolk Councils increased significantly between 2016 and 2017.



Homelessness prevention involves providing people with the ways and means to address their housing and other needs to avoid homelessness. This is done by either assisting them to obtain alternative accommodation or enabling them to remain in their existing home.

Homelessness relief occurs when an authority has been unable to prevent homelessness but helps someone to secure accommodation even though the authority is under no statutory obligation to do so.

Vision and strategic priorities

From 2018-2020, Councillors and staff across West Suffolk Councils are committed to:

Supporting and investing in our west Suffolk communities and businesses to encourage and manage ambitious growth in prosperity and quality of life for all.

In practice, this will mean continuing to focus our energies and resources on the following strategic priorities:

Growth in West Suffolk's economy for the benefit of all our residents and UK plc.	Resilient families and communities that are healthy and active.	Increased and improved provision of appropriate housing in West Suffolk in both our towns and rural areas.
<p>We will use our influence, investment, partnerships and regulatory powers to:</p> <ul style="list-style-type: none"> • lobby for a better connected West Suffolk, in terms of transport and digital connectivity • promote West Suffolk as a place to do business, so as to attract investment and innovation that increases salary levels and encourages the right mix of jobs to grow our economy • invest in and promote our local places by building on their unique qualities through specific local strategies, projects and environmental services • develop our current and future local workforce through education, training and opportunities for all. 	<p>We will use our leadership, local connections, commissioning role and assets to:</p> <ul style="list-style-type: none"> • foster supportive networks to improve and sustain the lives of individuals, families and communities • use our community, leisure, open space and heritage assets to support wellbeing and education • work with and influence partners including the voluntary sector in our shared endeavour of improving the health, wellbeing and safety of families and communities. 	<p>We will use our roles as a local housing and planning authority, a regulator, an investor and local influencer to:</p> <ul style="list-style-type: none"> • plan for housing to meet the needs of current and future generations throughout their lifetimes, that is properly supported by infrastructure, facilities and community networks • improve the quality of housing and the local environment for our residents • enable people to access suitable and sustainable housing.

Ways of working

In carrying out our work, West Suffolk councillors and staff are committed to a number of 'ways of working' that, when taken altogether, represent a set of distinctives of our organisation. These ways of working govern the way in which we carry out our business and choose those opportunities that are important to pursue. They are based on the values that drive our approach, coupled with the circumstances facing local government in the 21st century.

"The West Suffolk Way"	Empowering families and communities to create positive and healthy futures. Working in a way which helps to create safe places, recognises individuals and their needs and strengths, understands relationships and connects people. Finding out what communities care about and supporting them to achieve their goals.
Place focus and subsidiarity	Distinctively local, not generic solutions, that are shaped and delivered locally and reflect the different challenges and opportunities of West Suffolk's towns, villages and countryside areas.
Collaboration and integration	Ambitious and comprehensive cross-system partnerships that join up resources around communities and individuals
Inclusive growth	Encouraging and investing in ambitious growth and good quality housing that all can access and benefit from, and that is good for local people and the environment
Financial self-sufficiency	A shift from reliance on grants to self-generated income, returns on investment, and business rates growth
Behaving more commercially	Taking a business approach to our operations, within our public service remit
Digitally enabled	Maximising the potential of data and technology to transform decisions and transactions

In everything we do, we will be guided by our commitment to promoting equality and diversity by seeking to eliminate discrimination, harassment and victimization, advance equality of opportunity, and foster good relations between different groups of people through all aspects of our work across West Suffolk. Where appropriate, we will assess the impact of our policies and projects as they develop, in order to ensure they support our commitment to equality and diversity. We have also identified some particular areas within the priorities on p x where focused action is needed to improve equality of opportunity for people in West Suffolk. These are shown below:

Equality objectives

- develop our current and future local workforce through education, training and opportunities
- work in partnership with, and influence, other organisations including the third sector to support families and communities in improving their health, wellbeing and safety.
- enable people to access suitable and sustainable housing.

The following pages of this document explain in more detail the actions and projects we will undertake in relation to our vision and priorities over the next two years.

Our plans for 2018-2020

Growth in West Suffolk's economy for the benefit of all our residents and UK plc

We will use our influence, investment, partnerships and regulatory powers to:

- lobby for a better connected West Suffolk, in terms of transport and digital connectivity
- promote West Suffolk as a place to do business, so as to attract investment and innovation that increases salary levels and encourages the right mix of jobs to grow our economy
- invest in and promote our local places by building on their unique qualities through specific local strategies, projects and environmental services
- develop our current and future local workforce through education, training and opportunities for all

Why is this a priority?

Without 'good growth' in West Suffolk, our residents, families and communities have little prospect of achieving the goals they want to achieve. A strong economy that is capable of growing, sits at the heart of this growth, and West Suffolk Councils hold a number of key levers in driving forward economic change.

West Suffolk Councils need to use our resources to foster good growth in West Suffolk because there are areas where the potential of our places and people is not being maximised and where more could be achieved. For example, we need to direct our energies towards projects and activities that will help bolster productivity, improve educational attainment and increase wages, which are currently lagging behind national trends. We also need to work with others to improve infrastructure, which is so critical in rural areas such as ours.

As we look towards the next decade and the significant social and economic change that we are likely to experience, West Suffolk Councils need to be leading the way in ensuring that our local economies are resilient and growing in an inclusive way.

During 2018-2020, we will:

1. Ensure an up-to-date strategic planning framework is in place across West Suffolk, including an Infrastructure Development Plan. Our work will include the preparation of a joint local plan timetable, supported by supplementary planning documents; a review of the Statement of Community





- Involvement; and work with parish and town councils on neighbourhood plans.
2. Give West Suffolk a louder voice in the growth agenda at the national and regional levels, in particular through the Local Enterprise Partnerships, Suffolk Growth Programme Board, Cambridgeshire and Peterborough Combined Authority and wider networks covering the East and South East of England. This will include ensuring West Suffolk gets a fair share of available funding to support growth.
3. Make opportunities for growth available through land, premises and Enterprise Zones, for example, the development of the Cambridge – Norwich tech corridor, Suffolk Business Park, Haverhill Research Park and Epicentre. We will also continue to work with central government on the future of the RAF Mildenhall site in anticipation of the United States Air Force leaving the site in 2024 (at the earliest).
4. Work with partners and developers to secure, improve and increase infrastructure provision to enable West Suffolk to continue to flourish. In particular, the A1307 corridor, A11, A14, Ipswich to Cambridge rail services (including East-West rail, Eastern Section), a potential light rail link between Haverhill and Cambridge, and broadband provision.
5. Develop insight-based bespoke strategies for investment and other activities in our local places. Our approach in each of our places will promote inclusive growth, which enables residents, families and communities to improve their quality of life, while also growing the economy and safeguarding and enhancing the natural and built heritage and environment.
6. Drive forward improvements in our town centres, including improving markets provision. We will continue to implement the Haverhill masterplan and to finalise the masterplan for Bury St Edmunds as well as work on masterplanning in Newmarket and Mildenhall.
7. Understand our local businesses and provide them with targeted support to enable them to expand and flourish, for example, through small grants or loans and signposting to support agencies. This will include working with Chambers of Commerce, the New Anglia Growth Hub, Business Improvement Districts and others such as West Suffolk College.



8. Provide focused support for our key growth sectors of advanced manufacturing; digital and creative; biotech; tourism; film; and food, drink and agritech. Our support will include encouraging businesses to implement environmental improvements and to adopt a culture which nurtures employee health and wellbeing as well as their talents, ambitions and innovation.
9. Promote West Suffolk's brand through inward investment activities and events, for example the West Suffolk Business Festival, and by raising our local profile through the Destination Management Organisation. We will use these opportunities to retain and attract talented people, especially young people, to choose to live and work in West Suffolk.
10. Develop an Asset Management Plan to ensure the operational and other assets owned by West Suffolk are used for maximum public benefit, including our office buildings, waste facilities, car parks, investment properties and energy assets such as Toggam Solar Farm. This will include joint initiatives such as the delivery of the West Suffolk Operational Hub and Mildenhall Hub, as part of the One Public Estate programme



11. Support the development of higher level skills in West Suffolk so as to support individuals in achieving their goals and attract higher paid jobs to the area. We will do this by working with employers, the county council, West Suffolk College and other local training providers to promote training opportunities and apprenticeships, including in-house.

Resilient families and communities that are healthy and active

We will use our leadership, local connections, commissioning role and assets to:

- foster supportive networks to improve and sustain the lives of individuals, families and communities
- use our community, leisure, open space and heritage assets to support wellbeing and education
- work with and influence partners including the voluntary sector in our shared endeavour of improving the health, wellbeing and safety of families and communities.

Why is this a priority?

Many of the difficulties experienced by West Suffolk residents could be prevented or tackled



early if support and potential solutions were available close to home, for example, from within family, neighbourhood or community networks. This would then result in a different role for public services, namely being an option of last resort, rather than the first port of call.

We are already developing the foundations of a more preventative approach, working across groups and organisations, listening to and working within and with our communities. Crucial to this approach is encouraging them to explore their strengths and assets, and tailoring our support and responses accordingly. Traditionally we think of assets as being buildings or places but in this approach references to assets also means local people who care enough about an issue in their community that they are prepared to do something about it.

Each locality's social, economic and demographic make-up is different, as well as the challenges faced, and understanding these will be fundamental to the success of our work. This is particularly true as we see long-term trends in demographics, families, the make-up of communities and priorities changing across Suffolk. For example, a third of newborns will live to 100 years of age². Increasingly, those approaching retirement age are still caring for their parents, which has an impact on housing choices, where people decide to live and work, and their lifestyles.

In practical terms this means rethinking what public services do. Prioritising the role of families and communities in society will mean that West Suffolk councils will advocate, empower and enable people to spot, prevent and address emerging problems, rather than waiting until they become serious and manifest themselves as worklessness, anti-social behaviour or poor health.

² ONS Period and cohort life tables, 2012 release (Dec 2013)

During 2018-2020, we will:

1. Continue the direction set in 2011, updating our strategy where appropriate
2. Work closely with councillors to identify groups, community connectors and other individuals able to provide support within their communities, such as lunch clubs and pre-school provision.
3. Continue to strengthen our relationships with parish and town councils through Town and Parish cluster meetings, Forum and the West Suffolk conference.
4. Support groups and organisations to build capacity by making the best use of community grants and locality budgets
5. Maximise the value to communities of external funding streams by monitoring and influencing the distribution of funding and ensuring the West Suffolk community grants do not duplicate other arrangements.
6. Help communities to take more ownership of community assets, for example the Guildhall transfer in Bury St Edmunds and the Newbury Community Centre transfer.
7. Review and understand our diverse cultural assets and opportunities with a view to work with partners to develop a 21st century cultural strategy. The strategy will set out how the value of the assets can be maximised in terms of, for example, celebrating and safeguarding heritage assets; tackling social isolation; promoting tourism; or generating commercial income. It will build on previous work and take account of assets such as the Home of Horseracing and the ambition for a cinema in Newmarket to provide leisure opportunities for families and communities.
8. Support the development of the Mildenhall Hub to achieve maximum benefits for local communities from the co-location of public sector services, leisure centre, school and swimming pool.
9. Build on the relationship with our strategic leisure partner to support the delivery of the Physical Activity Framework.
10. Develop the model of working with housing staff, health visitors and community nurses in discussion with agencies, building stronger



partnerships to address 'hotspots' and 'super users' of public services.

11. Work closely with statutory and voluntary sector partners and communities, including ONE Haverhill, to identify key areas and causes of demand on public services and enable community-based solutions
12. Work alongside partners to implement a multi-agency team in West Suffolk to support communities to become more resilient and sustainable.
13. Utilise and build on the specialist skills and knowledge in the West Suffolk officer team, including community safety, anti-social behavior, health, arts and culture, vulnerable groups, children and young people and community grants, using a variety of approaches
14. Work with our partners to identify the cost/benefit of the West Suffolk approach and develop measures to monitor progress and outcomes.

The West Suffolk Way

The West Suffolk approach sets out the five key elements we believe are the building blocks for resilient and thriving communities.

Element 1: **A Safe Place** – is about working in a way which increases the safety of a place and people’s sense of the place in which they live, work or visit. It can apply to emotional safety as well as physical.

Element 2: **Recognising Individuals** – is about working in a way which recognises people’s individuality, that differences matter and that each person has different needs and strengths. It applies to the development of, and respect for important concepts such as self-identity, self-esteem and self-worth. It embraces culture and values.

Element 3: **Understanding relationships** – is about working in a way which recognises the context of relationships and the connections that exist between people, in spite of difference, be they transactional, nurturing, emotional, practical etc.

Element 4: **Encouraging agency** – is about working in a way which encourages people to help themselves, validating their own ability, recognising that taking action is an important step to change, development and improvement. At a personal level, this increases people’s ability and capacity to demonstrate power, influence and control over their lives.

Element 5: **Developing vision** - is about working in a way which builds positive goals and an understanding of what is being worked towards.



Increased and improved provision of appropriate housing in west Suffolk in both our towns and rural areas.

We will use our roles as a local housing and planning authority, a regulator, an investor and local influencer to:

- plan for housing to meet the needs of current and future generations throughout their lifetimes, that is properly supported by infrastructure, facilities and community networks
- improve the quality of housing and the local environment for our residents
- enable people to access suitable and sustainable housing.

Why is this a priority?

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. Without suitable and affordable housing, West Suffolk's residents will not be able to

achieve their ambitions, whether for family life, career development, a fulfilling retirement or other goals. The local conditions in West Suffolk makes housing particularly difficult to afford, given relatively high house prices and low wages. The councils therefore have an important role to play in seeking to address this situation, and also to ensure housing is suitable for the increasingly ageing population. At the same time, the councils continue to work to improve the quality of housing, so as to ensure it supports the health and wellbeing of residents, families and communities, both in our towns and in our rural areas. In recent years, as well as focusing on increasing the supply of appropriate housing, the councils have also responded to rising homelessness in West Suffolk by investing resources in preventing homelessness and securing suitable accommodation for those in crisis.



During 2018-2020, we will:

1. Promote and facilitate the provision of new housing, supported by infrastructure, and in line with the Government's approach. We will do this by working with a range of partners including registered providers, infrastructure providers, private developers and parish councils.
2. Bring forward growth on the strategic sites at North West and North East Haverhill, North East Bury St Edmunds, Bury St Edmunds East and Bury St Edmunds West. Plus, depending on the outcome of the Forest Heath Local Plan examination North Lakenheath, North Red Lodge and West Mildenhall.
3. Ensure there is sufficient mix of housing types to meet the needs of our local communities, including delivering 30% affordable housing on any private development. We will also work with registered providers to ensure that levels of social rented homes are maintained so there are sufficient affordable homes for individuals and families on low incomes.
4. Seek to encourage developers to build homes to the national minimum space standards to promote healthy living.
5. Develop new housing for sale and rent through the delivery of Barley Homes' first five year delivery plan. Barley Homes is the councils' housing company, jointly owned by West Suffolk councils and Suffolk County Council. Income from Barley Homes will also generate revenue to support West Suffolk Councils in becoming self-sufficient.
6. Promote the development of lifetime homes which meet the needs of people throughout their lives, as well as providing specific adaptations to housing through Disabled Facilities Grants.
7. Continue to assess the accommodation needs of Gypsies and Travellers and where appropriate allocate land to meet those needs.
8. Work with private landlords, tenants and the voluntary and community sector to ensure privately rented accommodation is up to standard. This will include provision of advice and support as well as formal inspections, particularly in Houses in Multiple Occupation. We will also implement policy changes to allow West Suffolk Councils to impose financial penalties on rogue landlords whose properties are in poor condition.
9. Support owners of empty properties to enable them to bring homes back into use.
10. Work in partnership with residents, communities, registered providers and other partner organisations to prevent homelessness and ensure families and individuals are appropriately housed. This will include implementing the new duties on placed councils by the Homelessness Reduction Act, through our Homelessness Strategy and Lettings Policy, and promoting housing related support.
11. Implement the Positive Pathway model for tackling homelessness, including identifying risks early, promoting self-help and resilience for those who are able to help themselves and proactive help for those who are too vulnerable to help themselves.
12. Explore options for the provision of more temporary accommodation, in order to house individuals and families, including those who have experienced domestic abuse.
13. Use dedicated support to work with rough sleepers and try to address the problems that lead to rough sleeping and being at risk of sleeping rough, including through the 'No Second Night Out' partnership.
14. Deliver excellent services for those who are homeless. Our work will recognise that some people have more than just 'the need for a roof' and will involve working in partnership to provide support and stabilisation, with the aim of breaking the cycle of homelessness.
15. Work with the Anglia Revenues Partnership, Citizens Advice Bureau and Registered Providers to support the roll out of Universal Credit
16. Continue to explore innovative ways to use good housing to promote the health and wellbeing of our families and communities, including through our role in the Suffolk Health and Wellbeing Board.

Further detail of our planned projects and activities is available in our specific strategy documents available on our website at www.westsuffolk.gov.uk

Resourcing our priorities

Alongside our Strategic Framework, the Councils' Medium Term Financial Strategy and annual budgets set out how our activities will be resourced. Our Medium Term Financial Strategy www.westsuffolk.gov.uk/mtfs is based on the following six themes:

1. Aligning resources to the West Suffolk strategic plan and essential services;
2. Continuation of the shared service agenda and transformation of service delivery;
3. Behaving more commercially;
4. Considering new funding models (eg acting as an investor);

5. Encouraging the use of digital forms for customer access; and
6. Taking advantage of new forms of local government finance (eg business rate retention).

Improving how we work

Supporting our ambitious agenda of enabling change in our local communities requires us to 'lead by doing' and is reliant on significant supporting infrastructure, for example around communications, policy development, information management, estate and resource management, customer access, workforce and organisational development and improving our governance and democratic arrangements.

We have a number of plans in place to drive forward change in these areas over the period 2018-2020, many of which are available to view at www.westsuffolk.gov.uk

Focus on West Suffolk Councils' workforce

A committed and effective workforce is key to the successful delivery of our strategic priorities. Our people policies support the health and wellbeing of our staff in order that they are able to achieve the ambitions set out by West Suffolk councils.

During 2018 – 2020 we will focus our workforce strategy on 5 key areas:

Skills and behaviours – train, develop and grow our workforce in multi disciplinary settings to ensure they have the skills for their role and able to work across the organisation and ensure our staff are fully engaged at all levels.

Pay, reward and recognition – develop affordable pay and reward strategies balanced with the employer of choice vision.

Recruitment and retention – recruit and retain staff with the right skills at the right time to deliver our vision

Workforce planning and data – having a workforce that reflects the right people, with the right skills, with the right potential to develop in order to deliver our vision.

Health and wellbeing – a fit and healthy workforce able to deliver the services supported through the commitment and framework of the Suffolk Workplace Wellbeing Charter.

Measuring our progress

Over the period of this framework, we will use our performance management arrangements to track our progress.

The West Suffolk Councils' performance framework uses a mix of operational, financial, staff performance, customer feedback and contextual information to build a picture of progress in achieving the vision and objectives outlined in this document. The business intelligence gathered in this way supports staff Councillors to spot risks and opportunities and to continuously improve.

In addition, in order to measure overall change and transformation in our places, we will measure progress against the following six outcomes, using our own data alongside data from our partners:



Safe and clean	Healthy and well	Inclusive
Economically vibrant	Resilient and strong	Aspirational

A range of organisations, as well as residents and businesses themselves, will determine how well local places are performing against these outcomes. And so we will also measure West Suffolk Councils' specific contribution by monitoring the specific outcomes and outputs from our activities. Our performance management framework also considers our financial performance and that of our staff.

We will report our progress through regular reporting to the Performance, Audit and Scrutiny Committees, as well as through our Annual Reports.

Residents, businesses and other stakeholders can access information about our performance and our use of resources through our committee reports, which are made public, and through the transparency pages of our website.





Forest Heath & St Edmundsbury councils

West Suffolk
working together



Cabinet



Forest Heath
District Council

Title of Report:	Allocation of Community Chest Funding 2018/2019	
Report No:	CAB/FH/17/065	
Report to and date:	Cabinet	12 December 2017
Portfolio holder:	Councillor Robin Millar Portfolio Holder for Families and Communities Tel: 07939 100937 Email: robin.millar@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:	To update Cabinet following the review of applications for Community Chest funding 2018/2019 and to recommend funding allocations.	
Recommendation:	<p>It is <u>RECOMMENDED</u> that:</p> <p>(1) The Cabinet notes the allocation of funding from the Community Chest as follows:</p> <ol style="list-style-type: none"> 1. Our Special Friends 2018/2019 £3,000 2. Suffolk Mind 2018/2019 £5,000 3. Anglia Care Trust 2018/2019 £3,434 2019/2020 £3,434 4. Suffolk West Citizens Advice (MoneySmart) 2018/2019 £27,167 5. The Restoration Trust 2018/19 £3,542 2019/20 £3,611 6. St Nicholas Hospice Care (Brandon) 2018/2019 £2,233 	

	<p>7. EPIC Dads 2018/2019 £30,000</p> <p>8. HomeStart Mid and West Suffolk 2018/2019 £9,600</p> <p>9. Sharing Parenting (Parenting Map) 2018/2019 £14,000</p> <p>10. Brandon Community Association 2018/2019 £7,000</p>
<p>Key Decision:</p> <p><i>(Check the appropriate box and delete all those that do not apply.)</i></p>	<p><i>Is this a Key Decision and, if so, under which definition?</i></p> <p>Yes, it is a Key Decision - <input type="checkbox"/></p> <p>No, it is not a Key Decision - <input checked="" type="checkbox"/></p>
<p><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"> As set out in the report.
Alternative option(s):	<ul style="list-style-type: none"> The Council could choose not to provide any grant funding. However, it is recognised that some support to the voluntary, community and social enterprise sector is required. The Community Chest also enables the council to commission services to support the delivery of the Families and Communities priorities.
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> <ul style="list-style-type: none"> Funding allocated within the budget available for the Community Chest scheme.
<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><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 type="checkbox"/> No <input checked="" type="checkbox"/></p>
<p><i>Are there any equality 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 Council's approach to grants has been the subject to an Equality Impact Assessment and no negative consequences have been identified.

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)
Organisations are not aware of our approach to grants	Medium	Implementing a wide ranging communications plan	Low
Requests for funding exceed the amount of money available	Medium	Eligibility criteria and an evaluation scoring matrix to be used to identify best fit and value for money	Low
Organisations do not have the capacity to respond to the council's approach to commissioning	Medium	Support provided to organisations and a phased approach to be taken to enable organisations to become familiar with the new approach	Low
Ward(s) affected:		All Ward/s	
Background papers: <i>(all background papers are to be published on the website and a link included)</i>		None	
Documents attached:		None	

1. 2018/2019 Allocations

- 1.1 Applications for Community Chest funding for 2018/2019 closed on 29 September 2017. A total of 19 applications were received from a wide variety of organisations.
- 1.2 The total budget for Community Chest 2018/2019 stands at £110,181.31 which includes £29,300.64 carried over as unallocated funds from 2017/2018.
- 1.3 Community Chest applicants can apply for a maximum of two years. This is subject to budget setting each year and satisfactory monitoring and review of each project.
- 1.4 In determining this year's allocations, each application was assessed against the scheme's criteria. Following consideration by the Portfolio Holder for Families and Communities, it was felt that a number of the applications received were either not appropriate for Community Chest funding or that although the value of their work was recognised, other applications better met the Families and Communities priorities for this over-subscribed fund. Those **not** recommended for funding are listed below. In some cases, it is felt that alternative funding sources may be available. It is suggested that officers in the Families and Communities Team work with these organisations to source alternative funding. These alternative sources could be from external sources such as the Suffolk Community Foundation or BIG Lottery funds.

Applications not considered appropriate for Community Chest funding:

- i. Alumah CIO
- ii. Rural Coffee Caravan
- iii. Mentis Tree CIC
- iv. Sharing Parenting (Families Together)
- v. St Nicholas Hospice Care (Newmarket)
- vi. St Nicholas Hospice Care (Mildenhall)
- vii. HomeStart Mid and West Suffolk (Lakenheath)
- viii. Fledgelings Pre-School
- ix. Art's for Us

- 1.5 Following detailed consideration, it was felt that ten applications met the Scheme's criteria and should be allocated funding. These are detailed below:

1. Project name: Our Special Friends	Proposed Funding Allocation £3,000
Project details: The charity offers a range of practical and emotional support services to help isolated and vulnerable individuals continue to benefit from animal companionship during illness, bereavement and other crises. Current admin support is unable to keep up with back end office tasks let alone entering new client information. In order to continue their work across Forest Heath OSF needs to generate a consistent income stream to cover ongoing costs. Officer comment example: Unique service with strong partnership working. Consistent admin support essential to enable senior staff to concentrate on expansion and service quality.	

2. Project name: Suffolk Mind	Proposed Funding Allocation £5,000
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Project details:

A programme of training and support called 'Your Needs Met' that will lead to better mental health by improving the emotional wellbeing of the Newmarket community. A series of training sessions and information events focussed on the business community of Newmarket, using the 'Suffolk's Needs Met' emotional wellbeing model.

Officer comment example:

Natural expansion and first place-based application of the model – an accessible way to understand and put preventative methods in place around mental health.

3. Project name: Anglia Care Trust	Proposed Funding Allocation £3,434 2018/2019 £3,434 2019/2020
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Project details:

Continuation of the delivery of a countywide outreach service aimed at reducing the negative impact of alcohol.

Outcome 1: Improve mental health and wellbeing via early intervention, recovery and rehabilitation

Outcome 2: To link with integrated treatment services to increase outcomes from structured treatment

Officer comment example:

We would fully support a grant to ACT for Alcohol Outreach Services in the West, I do believe they have played a valuable part in engaging with some of our most vulnerable drinkers.

4. Project name: West Suffolk Citizens Advice (MoneySmart)	Proposed Funding Allocation £27,167
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Project details:

Funding is required to continue this successful scheme which aims to:

- maintain contacts in the community and communicate changes in the availability of sources of help.
- provide money management training to small groups.
- raise awareness of the dangers of scams and give examples of current scams and how people can protect themselves.
- help people to save money on energy costs including how to switch energy providers and reduce energy use.
- promote understanding of safe methods of saving and borrowing, and steer people away from doorstep lenders and high interest credit schemes.

Officer comment example:

I have seen how WSCAB support people in the community and without this service people would draw even more on other services, such as GPs and the Council. In a time when universal credits are about to land, we need to have a service like this.

5. Project name: The Restoration Trust	Proposed Funding Allocation £3,542 2018/2019 £3,611 2019/2020
<p>Project details: Fortnightly sessions of the Culture Quest Music Appreciation Group (CQ Suffolk) for up to 15 people with complex mental health needs who are clients of Julian Support in Forest Heath plus support workers, volunteers, and JS clients from St Edmundsbury. Outcomes include:</p> <ul style="list-style-type: none"> • freedom and acceptance by a group • enjoyment and personal benefit • being with others versus social isolation • practical accessibility • observed growing confidence <p>Officer comment example: Excellent value project. Highly skilled facilitator with good outcomes for participants.</p>	

6. Project name: St Nicholas Hospice Care (Brandon)	Proposed Funding Allocation £2,233
<p>Project details: Open House is aimed at people facing long term and life threatening illnesses, loved ones, carers or those struggling with bereavement. The drop in sessions offer the chance to meet others facing similar situations in a comfortable and relaxing space. Information is delivered in a group environment where members gain from hearing about other people's experiences. The sessions are semi-structured and provide an educational element at each meeting around topics such as symptom management, goal setting and planning for the future.</p> <p>Officer comment example: This project is very much in line with the vision for Brandon. They have already started building relationships within the town and building upon existing assets to reach those in need of support</p>	

7. Project name: EPIC Dads	Proposed Funding Allocation £30,000
<p>Project details: The project, 'E.P.I.C Dads', celebrates, supports and empowers fathers to be their best for their children and thrive in the privileged role of being a dad. E.P.I.C stands for: Encourager (bringing out the best in children) – Provider (meeting needs within the family) – Instructor (passing on skills for life) – Carer (giving love and support). The project will continue and expand on supporting fathers and their families who will in turn offer support to other fathers and families. Some of the dads accessing the project will become more involved in the running of the project and be trained as project volunteers.</p> <p>Officer comment example: I have been working with ALC on the development of this project. By requesting funding for posts this will give the project the capability to grow and become sustainable.</p>	

8. Project name: HomeStart Mid and West Suffolk	Proposed Funding Allocation £9,600
<p>Project details: Home-Start MWS support families who may be struggling to cope with a variety of challenges including post-natal illness, disability, isolation, the demands of parenting young children, bereavement or multiple births. Funding is being sought for Birth & Beyond project which supports parents and children in the preparation for starting their education journey. This project consists of Treasure baskets for under 1's, Story Sack and Journey to School courses for 2-4 year olds.</p> <p>Officer comment example: Really supportive of this project – pilot in Newmarket has been very successful and early engagement with schools has led to interest in rolling this project out.</p>	

9. Project name: Sharing Parenting (Family Map)	Proposed Funding Allocation £14,000
<p>Project details: Sharing Parenting offers parents a supportive informal environment in which to gain information, knowledge and skills around developing parenting skills to support family life and positive outcomes for children. Funding is being sought for the FHDC Parenting Map. This provision would include the extension of half-time outreach workers for a second and third year to provide a range of services in Forest Heath.</p> <p>Officer comment example: Overall I have an excellent working relationship with Sharing Parenting, regular contact is maintained and links well with other family providers in the area.</p>	

10. Project name: Brandon Community Association	Proposed Funding Allocation £7,000
<p>Project details: The Brandon Community Association (BCA) supports Brandon Day centre, both in ongoing fundraising and also the provision of a transport service that enables individuals to access the centre. BCA are currently raising funds for two new mini buses to provide transport to and from the Day Centre. At present BCA provide two mini buses of which all costs associated are covered by the charity and have been over the last 17 years. The two buses they currently have are 12 and 17 years old and are costing too much to repair and are not as reliable as they once were. BCA are keen to buy two new larger buses so to accommodate more attendees to the day centre.</p> <p>Officer comment example: Not a traditional day centre – looking at new and innovate partnerships to better the lives of those attending and promoting independence, alongside wider community benefit. Community have been extremely proactive with support and fundraising.</p>	

1.6 It should be noted that the Portfolio Holder for Families and Communities declared an interest in two applications where the Portfolio Holder knows the applicant in a personal capacity.

1.7 Of the £110,181.31 budget a total of £104,976 has been allocated.

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Forest Heath District Council

Report No: CAB/FH/17/066

Decisions Plan

Key Decisions and other executive decisions to be considered

Date: 1 December 2017 to 31 May 2018

Publication Date: 13 November 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
12/12/17	<p>West Suffolk Operational Hub</p> <p>The Cabinet will be asked to consider and recommend to Council, matters to enable the next stage of the West Suffolk Operational Hub project to progress. This will also be considered by St Edmundsbury Borough Council's Cabinet and Council.</p>	Possible: Exempt Appendices: Paragraph 3	(R) - Council 20/12/17	Cabinet/ Council	David Bowman Operations 07711 593737	Mark Walsh Assistant Director (Operations) 01284 757300	All Wards	Report to Cabinet, with possible exempt Appendices and recommendations to Council
12/12/17	<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

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>Mid Year Treasury Management Report 2017/2018 and Investment Activity (1 April to 30 September 2017)</p> <p>The Cabinet will be asked to consider the recommendations of the Performance and Audit Scrutiny Committee regarding the seeking of approval for the Mid Year Treasury Management Report 2017/2018, which summarised the investment activities for the period 1 April to 30 September 2017.</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
12/12/17	<p>Local Council Tax Reduction Scheme and Council Tax Technical Changes 2018/2019</p> <p>The Cabinet will be asked to consider proposals for the Local Council Tax Reduction Scheme and</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	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
	Council Tax Technical Changes for 2018/2019, prior to seeking its approval by Council.							
12/12/17	<p>Tax Base for Council Tax Setting Purposes 2018/2019</p> <p>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.</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	Report to Cabinet, with recommendations to Council
12/12/17	<p>Applications for Community Chest Funding 2018/2019</p> <p>The Cabinet will be asked to consider applications for the Community Chest funding for 2018/2019.</p>	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
12/12/17	<p>West Suffolk Strategic Plan 2018-2020</p> <p>The Cabinet will be asked to consider the recommendations of the Overview and Scrutiny Committee and to recommend to full Council, the new West Suffolk Strategic Plan for 2018-2020, which had been produced jointly with St Edmundsbury Borough Council.</p>	Not applicable	(R) - Council 20/12/17	Cabinet/ Council	James Waters Leader of the Council 07771 621038	Davina Howes Assistant Director (Families and Communities) 01284 757070	All Wards	Recommendations of the Overview and 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
09/01/18 <i>(deferred from 14/11/17)</i> <i>(Joint meeting with SEBC Cabinet)</i>	Overarching Strategy for Facilitating Growth and Investment 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, which has been developed to correlate with the new emerging West Suffolk Strategic Plan 2018-2020 and following approval of the previously agreed Investment Principles.	Not applicable	(R) - Council 21/02/18	Cabinet/ Council	Lance Stanbury Planning and Growth 07970 947704 Stephen Edwards Resources and Performance 07904 389982	Julie Baird Assistant Director (Growth) 01284 757613 Rachael Mann Assistant Director (Resources and Performance) 01638 719245	All Wards	Report to Cabinet, with recommendations to Council
09/01/18 <i>(Deferred from 12/12/17)</i>	Mildenhall Hub The Cabinet will be updated on the project programme, business case and funding model in the light of that consent, technical design work and any procurement undertaken.	Not applicable	(KD) Cabinet/ (possibly Council 21/02/18)	Cabinet/ Council	James Waters Leader of the Council 07771 621038	Alex Wilson Director 01284 757695	All Wards	Report to Cabinet, with possible 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
09/01/18 <i>(Joint meeting with SEBC Cabinet)</i>	West Suffolk Civil Penalties Policy Under the Housing and Planning Act 2016, local authorities have been given new powers to impose a civil penalty as an alternative to prosecution for certain housing offences. The Cabinet will be asked to consider and approve a new Civil Penalties Policy for consultation in order to implement these new powers. This policy has been jointly produced with St Edmundsbury Borough Council.	Not applicable	(D)	Cabinet	Lance Stanbury Planning and Growth 07970 947704 Sara Mildmay-White West Suffolk Lead for Housing 01359 270580 Sara.mildmay-white@stedsb.gov.uk	David Collinson Assistant Director (Planning and Regulatory) 01285 757306 Andy Newman Service Manager (Housing Standards) 01638 719276	All Wards	Report to Cabinet
09/01/18	Review of the Cabinet's Working Groups/Joint Panels etc Following recent changes to the political composition and balance of the Council, the Cabinet will be asked to consider a	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

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	review of the Cabinet's Working Groups/Joint Panels etc, including amended Terms of Reference for the existing West Suffolk Joint Growth Steering Group.					Leah Mickleborough Service Manager (Democratic Services) 01284 757162		
13/02/18 (Deferred from 16/05/17)	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

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>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 21/02/18	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>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</p>	Not applicable	(R) - Council 21/02/18	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
	start of each financial year.							
13/02/18 <i>(Deferred from 24/10/17)</i>	Suffolk Pilot Scheme for 100% Business Rates Retention 2018/2019 As part of the consideration of the budget papers, recommendations from which will be forwarded to Council, the Cabinet will be asked to consider plans for Suffolk-wide pilot scheme for the retention of 100% business rates in 2018/2019, which had previously been agreed to progress under Officer delegated authority. This will also be considered by St Edmundsbury Borough Council's Cabinet.	Not applicable	(R) - Council 21/02/18	Cabinet/ Council	Stephen Edwards Resources and Performance 07904 389982	Rachael Mann Assistant Director (Resources and Performance) 01638 719245	All Wards	Report to Cabinet.
13/02/18	Budget and Council Tax Setting 2018/2019 The Cabinet will be asked	Not applicable	(R) - Council 21/02/18	Cabinet/ Council	Stephen Edwards Resources and Performance 07904 389982	Rachael Mann Assistant Director (Resources and Performance)	All Wards	Report to Cabinet, with recommendations to

Expected Decision Date	Subject and Purpose of Decision	Reason for taking item in private (see Note 1 for relevant exempt paragraphs)	Decision (D), Key Decision (KD) or Rec (R) to Council on date (see Note 2 for Key Decision definitions)	Decision Taker (see Note 3 for membership)	Portfolio Holder Contact Details	Lead Officer Contact Details	Wards Affected	Documents to be submitted
	to consider 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.					01638 719245		Council
<i>(To be removed from the Plan as not in a position to proceed at this time)</i>	<p>Leisure Investment Fund: Consideration of Business Case for Investment</p> <p>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 enhanced user experience.</p>	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 with exempt Appendix

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 <i>(Deferred from 14/11/17)</i>	West Suffolk Councils' Lettings Policy The Cabinet will be asked to consider and approve the revised West Suffolk Councils' Lettings Policy (based on the joint policy agreed by the Cambridge Sub-Regional Partnership). This will also be considered by St Edmundsbury Borough Council's Cabinet.	Not applicable	(D)	Cabinet	Sara Mildmay-White West Suffolk Lead for Housing 01359 270580	Davina Howes Assistant Director (Families and Communities) 01284 757070	All Wards	Report and draft Lettings Policy to Cabinet
03/04/18 <i>(Deferred from 27/02/18)</i>	West Suffolk Civil Penalties Policy Under the Housing and Planning Act 2016, local authorities have been given new powers to impose a civil penalty as an alternative to prosecution for certain housing offences. The Cabinet will be asked to approve a new Civil Penalties Policy, following consultation, in order to	Not applicable	(KD) in part, for approval of new policy. Recommendations to Council for providing new delegated powers to Officers	Cabinet/ Council (25/04/18)	Lance Stanbury Planning and Growth 07970 947704 Sara Mildmay-White West Suffolk Lead for Housing 01359 270580 Sara.mildmay-white@stedshc.gov.uk	David Collinson Assistant Director (Planning and Regulatory) 01284 757306 Andy Newman Service Manager (Housing Standards) 01638 719276	All Wards	Report to Cabinet, with recommendations to Council, where applicable

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
	implement these new powers. The Cabinet will also be asked to recommend to Council approval of new delegations to Officers so that they can use the new powers. This Policy has been jointly produced with St Edmundsbury Borough Council.							
03/04/18	Revenues Collection and Performance Write-Offs The Cabinet will be asked to consider writing-off outstanding debts detailed in the exempt Appendices.	Paragraphs 1 and 2	(KD)	Cabinet	Stephen Edwards Resources and Performance 07904 389982	Rachael Mann Assistant Director (Resources and Performance) 01638 719245	All Wards	Report to Cabinet, with exempt Appendices
15/05/18	Street Vending and Trading Policy The Cabinet will be asked to consider a revised street vending and trading policy. Consultation will take place with the	Not applicable	(D)	Cabinet	Lance Stanbury Planning and Growth 07970 947704	Peter Gudde Service Manager (Environment and Regulation) 01284 757042	All Wards	Report to Cabinet with revised policy

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
	Licensing and Regulatory Committee on the proposed content of the policy.							

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

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: 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 Paul Classen	Cllr David Ambrose-Smith	Cllr Chris Seaton	Cllr Stephen Edwards	Cllr Richard Kerry (Chairman)	Cllr Ian Houlder	Cllr Bruce Provan (Vice Chairman)
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 Sam Chapman-Allen	Cllr Lis Every	Cllr John Clark	Cllr James Waters	Cllr Stuart Lawson	Cllr Sara Mildmay-White	Cllr Mark Bee
Cllr William Nunn	Cllr Julia Huffer	Cllr Will Sutton	Cllr David Bowman	Cllr Ray Herring	Cllr Robert Everitt	Cllr Chris Punt

Karen Points
 Assistant Director (HR, Legal and Democratic Services)
 Date: 13 November 2017

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Cabinet



Forest Heath
District Council

Title of Report:	Revenues Collection Performance and Write-Offs	
Report No:	CAB/FH/17/067	
Report to and date:	Cabinet	12 December 2017
Portfolio holder:	Councillor Stephen Edwards Portfolio Holder for Resources and Performance Telephone: 07904 389982 Email: stephen.edwards@forest-heath.gov.uk	
Lead officer:	Rachael Mann Assistant Director (Resources and Performance) Telephone: 01638 719245 Email: rachael.mann@westsuffolk.gov.uk	
Purpose of report:	To consider the current revenue collection performance and to consider writing off outstanding debts, as detailed in the exempt appendices.	
Recommendation:	The write-off of the amounts detailed in the exempt appendices to this report be approved, as follows: 1. Exempt Appendix 1: Council Tax totalling £7,821.12 2. Exempt Appendix 2: Overpayment of Housing Benefit totalling £15,164.45	
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 have elapsed. This item is included on the Decisions Plan.</i>		
Consultation:	Leadership Team and the Portfolio Holder for Resources and Performance have been consulted with on the proposed write-offs.	
Alternative option(s):	See paragraphs 2.1 and 2.2	
Implications:		
Are there any financial implications? <i>If yes, please give details</i>	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> • See paragraphs 3.1 to 3.3	
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? If yes, please give details		Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> The recovery procedures followed have been previously agreed; writing off uncollectable debt allows staff to focus recovery action on debt which is recoverable.	
Are there any equality implications? If yes, please give details		Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> <ul style="list-style-type: none"> The application of predetermined recovery procedures ensures that everybody is treated consistently. Failure to collect any debt impacts on either the levels of service provision or the levels of charges. All available remedies are used to recover the debt before write off is considered. The provision of services by the Council applies to everyone in the area. 	
Risk/opportunity assessment:		<i>(potential hazards or opportunities affecting corporate, service or project objectives)</i>	
Risk area	Inherent level of risk (before controls)	Controls	Residual risk (after controls)
	Low/Medium/ High*		Low/Medium/ High*
Debts are written off which could have been collected.	Medium	Extensive recovery procedures are in place to ensure that all possible mechanisms are exhausted before a debt is written off.	Low
Ward(s) affected:		All wards will be affected	
Background papers: <i>(all background papers are to be published on the website and a link included)</i>		None	
Documents attached:		1. (Exempt) Appendix 1– Council Tax totalling £7,821.12 2. (Exempt) Appendix 2 – Overpayment of Housing Benefit totalling £15,164.45	

1. Key issues and reasons for recommendation(s)

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

2. Alternative options

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

3. Financial implications and collection performance

- 3.1 Provision is made in the accounts for non-recovery but the total amounts to be written off are as follows with full details shown in Exempt Appendices 1 & 2.
- 3.2 As at 31st October 2017, the total National Non Domestic Rates (NNDR) billed by Anglia Revenues Partnership on behalf of Forest Heath District Council (as the billing Authority) is £24.7m per annum. The collection rate as at 31st October 2017 was 64.67% against a profiled target of 63.63%
- 3.3 As at 31st October 2017, the total Council Tax billed by Anglia Revenues Partnership on behalf of Forest Heath District Council (includes the County, Police and Parish precept elements) is £29m per annum. The collection rate as at 31st October 2017 was 64.89% against a profiled target of 65.36%.

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of the Local Government Act 1972.

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