

# Overview and Scrutiny Committee



St Edmundsbury  
BOROUGH COUNCIL

<b>Title:</b>	<b>Agenda</b>												
<b>Date:</b>	<b>Wednesday 8 November 2017</b>												
<b>Time:</b>	<b>4.00 pm</b>												
<b>Venue:</b>	<b>Conference Chamber West West Suffolk House</b> Western Way Bury St Edmunds												
<b>Full Members:</b>	<p style="text-align: center;"><b>Chairman</b> Diane Hind</p> <p style="text-align: center;"><b>Vice Chairman</b> Susan Glossop</p> <p><u>Conservative Members (12)</u></p> <table style="width: 100%; border: none;"> <tr> <td style="width: 33%;">Simon Brown</td> <td style="width: 33%;">Richard Rout</td> </tr> <tr> <td>Mike Chester</td> <td>Andrew Speed</td> </tr> <tr> <td>Patrick Chung</td> <td>Clive Springett</td> </tr> <tr> <td>Paula Fox</td> <td>Sarah Stamp</td> </tr> <tr> <td>Susan Glossop</td> <td>Jim Thorndyke</td> </tr> <tr> <td>Margaret Marks</td> <td>Frank Warby</td> </tr> </table> <p><u>Charter Member (1)</u> Diane Hind</p> <p><u>Haverhill Indys (1)</u> John Burns</p> <p><u>Independent Member (1)</u> Paul Hopfensperger</p> <p><u>UKIP Member (1)</u> Anthony Williams</p>	Simon Brown	Richard Rout	Mike Chester	Andrew Speed	Patrick Chung	Clive Springett	Paula Fox	Sarah Stamp	Susan Glossop	Jim Thorndyke	Margaret Marks	Frank Warby
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Mike Chester	Andrew Speed												
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Susan Glossop	Jim Thorndyke												
Margaret Marks	Frank Warby												
<b>Substitutes:</b>	<p><u>Conservative Members (5)</u></p> <table style="width: 100%; border: none;"> <tr> <td style="width: 33%;">Wayne Hailstone</td> <td style="width: 33%;">Peter Thompson</td> </tr> <tr> <td>Jane Midwood</td> <td>Patricia Warby</td> </tr> <tr> <td>David Roach</td> <td></td> </tr> </table> <p><u>Charter Member (1)</u> Julia Wakelam</p> <p><u>Haverhill Indys (1)</u> Tony Brown</p> <p><u>UKIP Member (1)</u> Jason Crooks</p>	Wayne Hailstone	Peter Thompson	Jane Midwood	Patricia Warby	David Roach							
Wayne Hailstone	Peter Thompson												
Jane Midwood	Patricia Warby												
David Roach													
<b>Interests – Declaration and Restriction on Participation:</b>	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.												
<b>Quorum:</b>	Six Members												
<b>Committee administrator:</b>	<b>Christine Brain</b> Democratic Services Officer (Scrutiny) <b>Tel:</b> 01638 719729 <b>Email:</b> <a href="mailto:christine.brain@westsuffolk.gov.uk">christine.brain@westsuffolk.gov.uk</a>												

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# Public Information



*St Edmundsbury*  
BOROUGH COUNCIL

<b>Venue:</b>	<b>West Suffolk House</b> Western Way Bury St Edmunds Suffolk IP33 3YU	Tel: 01284 757120 Email: <a href="mailto:democratic.services@westsuffolk.gov.uk">democratic.services@westsuffolk.gov.uk</a> Web: <a href="http://www.stedmundsbury.gov.uk">www.stedmundsbury.gov.uk</a>
<b>Access to agenda and reports before the meeting:</b>	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.	
<b>Attendance at meetings:</b>	The Borough 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.	
<b>Public participation:</b>	Members of the public who live or work in the Borough 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.	
<b>Disabled access:</b>	West Suffolk House has facilities for people with mobility impairments including a lift and wheelchair accessible WCs. However in the event of an emergency use of the lift is restricted for health and safety reasons.  Visitor parking is at the car park at the front of the building and there are a number of accessible spaces.	
<b>Induction loop:</b>	An Induction loop is available for meetings held in the Conference Chamber.	
<b>Recording of meetings:</b>	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.	

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# Agenda

## Procedural Matters

### Part 1 - Public

**1. Substitutes**

Any Member who is substituting for another Member should so indicate, together with the name of the relevant absent Member.

**2. Apologies for Absence**

**3. Minutes**

**1 - 6**

To confirm the minutes of the meeting held on 13 September 2017 (copy attached).

**4. Public Participation**

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

A person who wishes to speak must register at least 15 minutes before the time the meeting is scheduled to start. There is an overall limit of 15 minutes for public speaking, which may be extended at the Chairman's discretion.

**5. Announcements from the Chairman regarding responses of the Cabinet to reports of the Overview and Scrutiny Committee**

**6. Draft West Suffolk Strategic Framework**

**7 - 32**

Report No: **OAS/SE/17/026**

**7. Development of a West Suffolk Growth Investment Strategy**

**33 - 36**

Report No: **OAS/SE/17/027**

**8. Anglia Revenues Partnership Debt Recovery Process**

**37 - 48**

Report No: **OAS/SE/17/028**

	<i>Page No</i>
<b>9. Annual Presentation by the Cabinet Member for Operations</b>	<b>49 - 56</b>
Report No: <b>OAS/SE/17/029</b>	
<b>10. Work Programme Update</b>	<b>57 - 62</b>
Report No: <b>OAS/SE/17/030</b>	

**Part 2 – Exempt**

**NONE**

# Overview and Scrutiny Committee



*St Edmundsbury*  
BOROUGH COUNCIL

**Minutes** of a meeting of the **Overview and Scrutiny Committee** held on **Wednesday 13 September 2017** at **4.00 pm** in **Conference Chamber West, West Suffolk House**, Western Way, Bury St Edmunds IP33 3YU

Present: **Councillors**

**Chairman** Susan Glossop

John Burns  
Patrick Chung  
Paula Fox  
Richard Rout  
Andrew Speed

Clive Springett  
Sarah Stamp  
Jim Thorndyke  
Frank Warby

**Substitutes attending:**

David Nettleton

Patricia Warby

**By Invitation:**

Margaret Marks

174. **Substitutes**

The following substitutions were declared:

Councillor David Nettleton for Councillor Diane Hind.  
Councillor Patricia Warby for Council Simon Brown.

175. **Apologies for Absence**

Apologies for absence were received from Councillors Simon Brown, Diane Hind and Paul Hopfensperger.

176. **Minutes**

The minutes of the meeting held on 19 July 2017, were confirmed as an accurate record and signed by the Chairman.

177. **Public Participation**

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

**178. Announcements from the Chairman regarding responses of the Cabinet to reports of the Overview and Scrutiny Committee**

The Chairman advised that she had nothing to report. However, the next Cabinet meeting was scheduled for Tuesday 19 September 2017, at 5pm.

**179. Annual Presentation by the Cabinet Member for Planning and Growth**

*[Councillor Andrew Speed arrived at 4.05pm during the consideration of this item].*

The Committee was reminded that on 14 September 2016, it had received a presentation from the Cabinet Member for Planning and Growth, setting out his responsibilities covered under his portfolio.

At this meeting, the Cabinet Member had been invited back to provide his annual update. Report No: OAS/SE/17/023 set out the focus of the update.

The Cabinet Member was also provided in advance of the meeting with some key questions identified by Scrutiny Members on areas they wished to be appraised on during the annual update, specifically:

- 1) The justification for the proposal to close the bus station which was proposed within the Bury St Edmunds Town Centre Master Plan.
- 2) Proposals for implementing Minimum Space Standards;
- 3) The Eastern Relief Road and plans for the business park and how it was progressing alongside the Portfolio Holders Vision for supporting businesses in the Borough;
- 4) An update on the Haverhill Town Centre Master Plan and current proposals being worked on;
- 5) An update on the Haverhill Research Park and progress on development;
- 6) The likely impact on the government's proposals on withdrawing diesel/petrol vehicles from market in 2040 on planning applications and other developments in terms of electrical charging points; and
- 7) An update on the A1307 corridor including road and rail links.

Councillor Alaric Pugh opened his presentation by thanking the Committee for the invitation to address the Committee on progress made within his Portfolio since September 2016.

Before responding to the questions, he introduced two new Assistant Directors; Julie Baird for Growth, and David Collinson for Planning and Regulatory Services. He then gave a short introduction explaining that the Council was now seeing progress in its journey of moving towards thinking and working strategically and not just in geographical or planning terms but in how it could go beyond the boundaries of its statutory responsibilities to

lever investment. Work had begun on developing the Strategic direction for Growth, which was being shaped under the Strategic Plan work over the forthcoming months. This would help the Council to clearly define its Growth priorities and align its resources in promoting what it was good at to attract the right businesses, infrastructure and investments to support communities. He then provided responses to each of the questions in turn:

#### Bus Station, Bury St Edmunds

The draft Bury St Edmunds Town Centre Masterplan did not propose the closure of the bus station, although that was how it had been reported in the press, which was disappointing.

However, the Masterplan did include an aspiration to reconfigure facilities on St Andrews Street North which would facilitate the redevelopment of the existing bus station, which occupied a site of some 0.36ha. The aspiration was to ensure bus services met the needs of the town in the future.

Given the level of interest which this had created, it was an aspiration which would need to be reviewed as the Council considered the consultation responses and progress towards a final Masterplan.

#### Minimum Space Standards

A technical advice note had been drafted, and officers were currently looking outside the administrative boundaries to identify what standards neighbouring local authorities were achieving on sites.

The technical advice note was expected to make its way through the democratic reporting process in November 2017. The Council would like to see developers exceed those minimum standards as it was aiming for the best possible housing standards.

#### Eastern Relief Road and the Business Park

The launch of the Eastern Relief Road was taking place on Monday 25 September 2017. There would be a pedestrian route aligned with the cycle route and appropriate signage would be in place for cyclists to dismount. The Council had checked the Safety Audits relating to the identified pinch points, and a Stage 3 Audit check would be completed before the road opened on 25 September.

Officers were working with developers to support the growth of the Suffolk Business Park in line with the Portfolio Holders Vision, which sought to support and develop key business sectors, as well as delivering a range of unit types and sizes at the Park. A paper would be presented to Cabinet in the Autumn on the Vision for the Business Park.

#### Haverhill Town Centre Master Plan and Current Proposals

Officers were working with the One Haverhill Working Group (Working Group) to deliver the objectives set out within the adopted Masterplan.

Amy Leader (Principal Growth Officer) had re-organised the project delivery plan, which had been approved by the Working Group. Progress was being made on the five work streams. The Working Group met recently and formed project teams to work on the objectives set out within each of the adopted work streams.

### Haverhill Research Park

The Enterprise Zone was working well, and officers continued to support the wider marketing and promotional activity that was in place, both by the developer and by the Greater Cambridge Greater Peterborough Enterprise Partnership (the latter in support of the Enterprise Zone status afforded to the Park. The commercial market in Cambridge remained buoyant and there continued to be active enquiries for space at the Haverhill Research Park.

### Government's Proposals on Withdrawing Diesel/Petrol Vehicles

This was a priority for the Growth Team, and a paper would be coming forward on the impact of the Government's policy and how the Council would respond. A relevant policy setting out electric charging points would then be prepared for inclusion within the West Suffolk Local Plan, which would commence in early 2018.

A second successful Electric Car Exhibition was held at The Apex. The emphasis was on commercial vehicles, which the Council was promoting alongside the promotion of electrical charging points.

### A1307 Corridor

The A1307 campaign was moving forward, led by the Suffolk Chamber; chaired by Matt Hancock MP, attended by St Edmundsbury Borough Council; Haverhill Town Council; Cambridge County Council; Suffolk County Council; Greater Cambridgeshire Greater Peterborough LEP; South Cambridgeshire District Council and Cambridge Ahead. A new A1307 traffic study had been commissioned by the Strategy Board, and the study would revisit the growth figures for Haverhill and beyond to ensure the accuracy of the findings. The study would then form a pre-business case. The priority for the Strategy Board and the campaign was the section of the A1307 between Haverhill and the A11.

Matt Hancock MP, had met with Councillor James Palmer, the newly elected mayor, who had confirmed his commitment to a commuter light rail link between Cambridge and Haverhill, which the A1307 Strategy Board had agreed would complement the A1307 campaign.

Sara Noonan, Principal Growth Officer was working with all parties regarding the A1307 corridor and was marketing the delivery side through the Haverhill Masterplan.

Members discussed the update in detail and asked a number of follow-up questions of the Cabinet Member and officers, to which responses were provided.



In particular discussions were held on Suffolk County Council Highways in relation to the Haverhill Town Centre Masterplan and pavements as part of the public realm workstream. Some members felt that issues such as pavements were not high enough in Highway's category of importance, and suggested that the Council needed to look at match funding. The Assistant Director (Planning and Regulatory) advised that the Council was discussing a number of issues with Highways. The Chairman also informed members that Suffolk County Council Highways would be attending its Extraordinary Committee meeting on 25 October 2017.

The Chairman wished to thank the Cabinet Member for Planning and Growth for his attendance and **noted** the update.

180. **Work Programme Update**

The Committee received Report No: OAS/SE/17/024, which updated Members on the current status of its rolling work programme of items for scrutiny during 2017-2018 (Appendix 1). The report also requested that Members identify questions they would like the Portfolio Holder for Operations to cover in his annual update to the Committee on 8 November 2017.

The Committee considered the report and at the time of the meeting had not identified any questions they wished to be put to the Portfolio Holder for Operations. Therefore, the Democratic Services Officers would email the Committee asking for questions to be submitted to her by Monday 9 October 2017.

Finally, the Democratic Services Officer (Scrutiny) reminded the Committee of the Extraordinary Overview and Scrutiny Committee meeting arranged for Wednesday 25 October 2017 at 4pm when the Suffolk County Council Cabinet Member for Highways and Transports would be attending to discuss how communication could be improved between the various tiers of local government for the benefit of all residents and Councillors in West Suffolk, and the New Suffolk Highways Structure. Forest Heath's Overview and Scrutiny Committee had also been invited to attend the meeting as observers.

There being no decision required, the Committee **noted** the current status of its forward work programme for 2017-2018.

The Meeting concluded at 5.10 pm

**Signed by:**

**Chairman**

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# Overview and Scrutiny Committee



St Edmundsbury  
BOROUGH COUNCIL

<b>Title of Report:</b>	<b>Draft West Suffolk Strategic Framework</b>	
<b>Report No:</b>	<b>OAS/SE/17/026</b>	
<b>Report to and dates:</b>	<b>Overview and Scrutiny Committee</b>	8 November 2017
	<b>Cabinet</b>	5 December 2017
	<b>Council</b>	19 December 2017
<b>Portfolio holder:</b>	Councillor John Griffiths Leader of the Council <b>Tel:</b> 01284 757136 <b>Email:</b> <a href="mailto:john.griffiths@stedsbc.gov.uk">john.griffiths@stedsbc.gov.uk</a>	
<b>Lead officer:</b>	Ian Gallin Chief Executive <b>Tel:</b> 01284 757001 <b>Email:</b> <a href="mailto:ian.gallin@westsuffolk.gov.uk">ian.gallin@westsuffolk.gov.uk</a>	
<b>Purpose of report:</b>	To provide input into the development of the draft Strategic Framework.	
<b>Recommendation:</b>	<b>Overview and Scrutiny Committee:</b>  <b>Subject to the approval of Cabinet and Council the Draft West Suffolk Strategic Framework 2018-2020 be adopted.</b>	
<b>Key Decision:</b>  <i>(Check the appropriate box and delete all those that <b>do not</b> 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"/>	

<b>Consultation:</b>	<ul style="list-style-type: none"> <li>Discussion by Overview and Scrutiny Committee provides an important input into the draft document as a whole. 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.</li> </ul>
<b>Alternative option(s):</b>	<ul style="list-style-type: none"> <li>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.</li> </ul>
<b>Implications:</b>	
<p>Are there any <b>financial</b> implications? If yes, please give details</p>	<p>Yes <input checked="" type="checkbox"/> No <input type="checkbox"/></p> <ul style="list-style-type: none"> <li>The draft strategic framework document is aligned with the Medium Term Financial Strategy and budget setting process for 2018-19.</li> </ul>
<p>Are there any <b>staffing</b> implications? If yes, please give details</p>	<p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <ul style="list-style-type: none"> <li></li> </ul>
<p>Are there any <b>ICT</b> implications? If yes, please give details</p>	<p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <ul style="list-style-type: none"> <li></li> </ul>
<p>Are there any <b>legal and/or policy</b> implications? If yes, please give details</p>	<p>Yes <input checked="" type="checkbox"/> No <input type="checkbox"/></p> <ul style="list-style-type: none"> <li>The draft document will set the framework within which future West Suffolk policies are set.</li> </ul>
<p>Are there any <b>equality</b> implications? If yes, please give details</p>	<p>Yes <input checked="" type="checkbox"/> No <input type="checkbox"/></p> <ul style="list-style-type: none"> <li>The draft document includes a number of priorities where a particular emphasis is placed on meeting the needs of different groups (p7 of draft document).</li> <li>Where appropriate, individual policies and projects referred to in the draft Strategic Framework document have already undergone, or will undergo, an Equality Impact Assessment.</li> </ul>

<b>Risk/opportunity assessment:</b>		<i>(potential hazards or opportunities affecting corporate, service or project objectives)</i>	
<b>Risk area</b>	<b>Inherent level of risk (before controls)</b>	<b>Controls</b>	<b>Residual risk (after controls)</b>
	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 housing objectives	Medium	Ongoing monitoring of local economic conditions. Wider changes in model of service delivery to allow prioritisation of economic and housing priorities	Low
Unable to meet public's expectations of what the councils will deliver	Medium	Effective communications to educate residents about new ways of working	Low
<b>Ward(s) affected:</b>	All		
<b>Background papers:</b> <i>(all background papers are to be published on the website and a link included)</i>	<a href="#">West Suffolk Strategic Plan 2014-2016</a>		
<b>Documents attached:</b>	<p><b>Appendix A:</b> Diagram showing the scope of the Strategic Framework</p> <p><b>Appendix B:</b> Draft Strategic Framework 2018-2020</p>		

## **1. Key issues and reasons for recommendation**

### **1.1 Development of West Suffolk Strategic Framework 2018-2020**

- 1.1.1 The report seeks the Overview and Scrutiny Committee's input into the development of a 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 committee's views on 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 interested members of the public 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 at Appendix A shows how West Suffolk 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 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 LEPs, and feedback from communities through our ongoing engagement work.

### 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 are 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 3 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. Infographics summarising some of these issues will be included in the document in advance of consideration by Cabinet.

### 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.

### 3.6 ***The document will be designed and formatted before publication***

3.6.1 The document will be proof-read, formatted and designed, including the addition of photographs, in advance of publication.

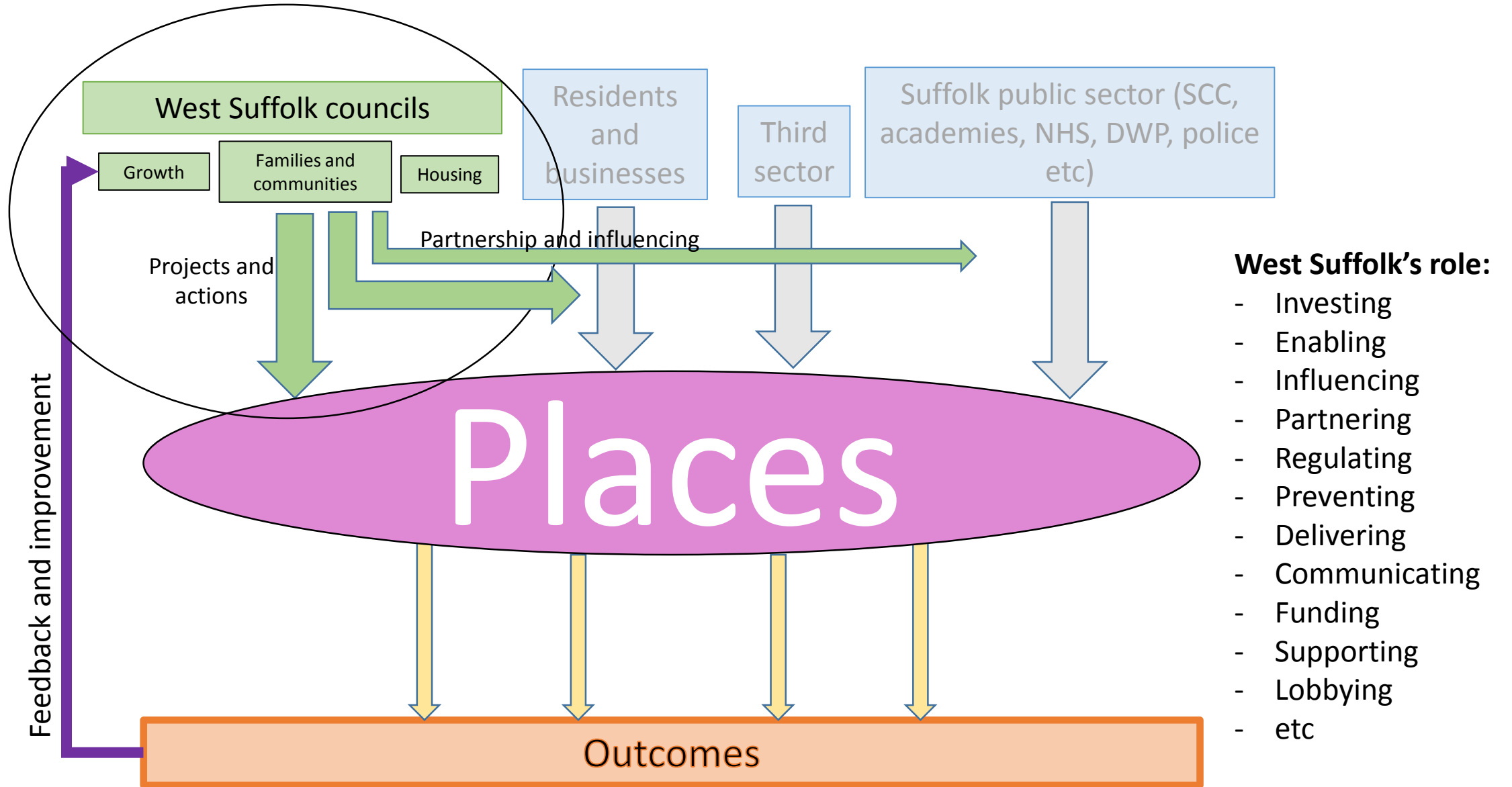
## 4. **Next steps**

4.1 Overview and Scrutiny Committee's input into the development of the draft document is welcomed.

4.2 The draft West Suffolk Strategic Framework is then due to be considered by both councils' Cabinets and then full Councils in December 2017. Subject to agreement being reached, the plan would then be published. A communications plan for the final stages of the process is also being finalised

to ensure all Members, staff and partners are updated on how the final plan has developed.





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

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# Strategic Framework 2018-2020

## **Contents**

- 1 Leaders' foreword – to be added
- 2 West Suffolk Councils' role in transforming local places
- 3 About West Suffolk – current challenges and opportunities
- 4 Vision and strategic priorities
- 5 Ways of working
- 6 Our plans for 2018-2020
- 7 Measuring our progress

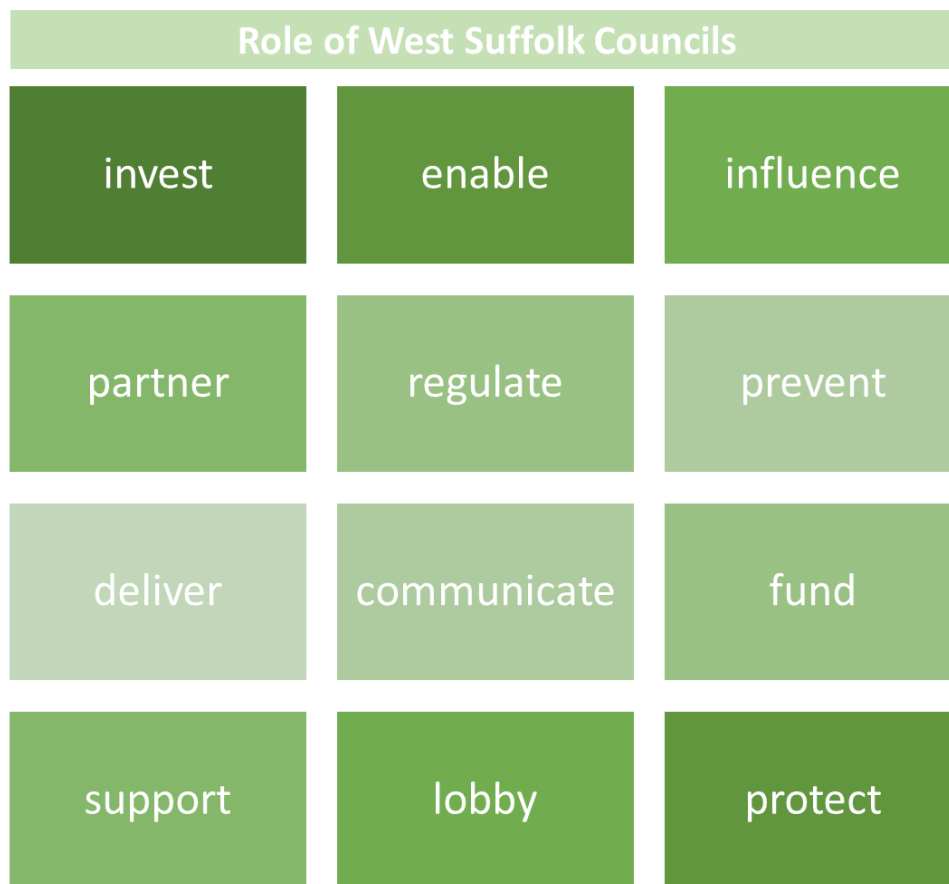
**1. LEADERS' FOREWORD – to be added**

## 2. 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:



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.**

### 3. 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](http://www.suffolkobservatory.info)

*TO BE ADDED: Infographics summarising the challenges and opportunities facing west Suffolk, for example:*

- *Ageing population → dependent population*
- *Increasing homelessness*
- *Skills and attainment*
- *Housing affordability*
- *Low earnings*
- *Low unemployment*
- *Relatively good quality of life*
- *Proximity to Cambridge sub-region*

*etc etc*



#### 4. 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:

<p><b>Growth in West Suffolk’s economy for the benefit of all our residents and UK plc.</b></p>	<p><b>Resilient families and communities that are healthy and active</b></p>	<p><b>Increased and improved provision of appropriate housing in west Suffolk in both our towns and rural areas.</b></p>
<p>We will use our influence, investment, partnerships and regulatory powers to:</p> <ul style="list-style-type: none"> <li>- lobby for a better connected West Suffolk, in terms of transport and digital connectivity</li> <li>- 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</li> <li>- invest in and promote our local places by building on their unique qualities through specific local strategies, projects and environmental services</li> <li>- develop our current and future local workforce through education, training and opportunities for all</li> </ul>	<p>We will use our leadership, local connections, commissioning role and assets to:</p> <ul style="list-style-type: none"> <li>- foster supportive networks to improve and sustain the lives of individuals, families and communities</li> <li>- use our community, leisure, open space and heritage assets to support wellbeing and education</li> <li>- work with and influence partners including the voluntary sector in our shared endeavour of improving the health, wellbeing and safety of families and communities.</li> </ul>	<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"> <li>- 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</li> <li>- improve the quality of housing and the local environment for our residents</li> <li>- enable people to access suitable and sustainable housing.</li> </ul>

## 5. 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 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 21<sup>st</sup> century.

<b>"The West Suffolk Way"</b>	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.
<b>Place focus and subsidiarity</b>	Distinctively local, not generic solutions, that are shaped and delivered locally
<b>Collaboration and integration</b>	Ambitious and comprehensive cross-system partnerships that join up resources around communities and individuals
<b>Inclusive growth</b>	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
<b>Financial self-sufficiency</b>	A shift from reliance on grants to self-generated income, returns on investment, and business rates growth
<b>Behaving more commercially</b>	Taking a business approach to our operations, within our public service remit
<b>Digitally enabled</b>	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.

## 6. 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 once it is closed following US Visiting Forces departure.

4. Work with partners and developers to secure, improve and increase infrastructure provision, in particular, the A1307, A11, A14, Ipswich to Cambridge rail services (including East-West rail, Eastern Section) 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 age<sup>1</sup>. 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.

### **What will we do to achieve this priority?**

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.

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<sup>1</sup> ONS Period and cohort life tables, 2012 release (Dec 2013)

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 21<sup>st</sup> 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 whatever size, 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. 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.
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 and tenants 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 DCLG's 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.
14. Deliver excellent services for those who are homeless, including aiming to achieve the Gold Standard for housing options that will help the councils to deliver more efficient and cost-effective homelessness prevention services. 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 to support the roll out of Universal Credit and to identify and prevent fraud
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](http://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 [add link] 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 (e.g. 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 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](http://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:

## 7. 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:

<b>Safe and clean</b>	<b>Healthy and well</b>	<b>Inclusive</b>
<b>Economically vibrant</b>	<b>Resilient and strong</b>	<b>Aspirational</b>

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.

# Overview and Scrutiny Committee



*St Edmundsbury*  
BOROUGH COUNCIL

<b>Title of Report:</b>	<b>Development of a West Suffolk Growth Investment Strategy</b>	
<b>Report No:</b>	<b>OAS/SE/17/027</b>	
<b>Report to and date:</b>	<b>St Edmundsbury's Overview and Scrutiny Committee</b>	7 November 2017
	<b>Forest Heath's Overview and Scrutiny Committee</b>	8 November 2017
<b>Portfolio holder:</b>	Alaric Pugh Portfolio Holder for Planning and Growth <b>Tel:</b> 07930 460899 <b>Email:</b> <a href="mailto:Alaric.pugh@stedsbc.gov.uk">Alaric.pugh@stedsbc.gov.uk</a>	
<b>Lead officer:</b>	Julie Baird Assistant Director - Growth <b>Tel:</b> 01284 757163 <b>Email:</b> <a href="mailto:Julie.baird@westsuffolk.gov.uk">Julie.baird@westsuffolk.gov.uk</a>	
<b>Purpose of report:</b>	This report seeks the views of the Overview and Scrutiny Committee on the principles proposed for the emerging West Suffolk Growth Investment Strategy.	
<b>Recommendation:</b>	<p><b>It is RECOMMENDED that the Overview and Scrutiny Committee:</b></p> <p>(1) <b>Endorse the principles of the emerging West Suffolk Growth Investment Strategy as outlined in the attached presentation for recommendation to Cabinet; and</b></p> <p>(2) <b>Provides any further recommendations to Cabinet on factors to consider as the emerging Strategy is developed.</b></p>	

<b>Key Decision:</b>  <i>(Check the appropriate box and delete all those that <b>do not</b> 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"/>		
<b>Consultation:</b>	The Investment Strategy Principles have been subject to review by the West Suffolk Joint Growth Steering Group		
<b>Alternative option(s):</b>	The Overview and Scrutiny Committee may wish to propose additional principles or other options as they consider appropriate.		
<b>Implications:</b>			
<i>Are there any <b>financial</b> implications? If yes, please give details</i>	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> • No financial implication as a direct result of this paper or presentation		
<i>Are there any <b>staffing</b> implications? If yes, please give details</i>	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> •		
<i>Are there any <b>ICT</b> implications? If yes, please give details</i>	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> •		
<i>Are there any <b>legal and/or policy</b> implications? If yes, please give details</i>	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> •		
<i>Are there any <b>equality</b> implications? If yes, please give details</i>	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> •		
<b>Risk/opportunity assessment:</b>		<i>(potential hazards or opportunities affecting corporate, service or project objectives)</i>	
<b>Risk area</b>	<b>Inherent level of risk</b> (before controls)	<b>Controls</b>	<b>Residual risk</b> (after controls)
Failure to invest in the right activities could mean we are failing to achieve the most effective value for money and outcomes for the area	Low	The emerging investment strategy will provide a clear framework under which investment decisions can be made	Low
<b>Ward(s) affected:</b>		N/A	
<b>Background papers:</b> <i>(all background papers are to be published on the website and a link included)</i>		Report <a href="#">CAB/SE/17/020</a> to Cabinet 28 March 2017: Establishing a mechanism for investing in the growth agenda.	
<b>Documents attached:</b>		Appendix 1 - Presentation (to follow)	

## **1. Key issues and reasons for recommendation(s)**

- 1.1 The Medium Term Strategy 2017-2020 set the principle that both Councils would invest to support the wider growth agenda. In February 2017, as part of the main Budget and Council Tax setting process, both Councils approved a revolving capital growth investment fund of £20m each, funded from external borrowing.
- 1.2 A paper was subsequently presented to both Cabinets in March and April 2017; this approved creation of a £1m revenue reserve to facilitate next steps, including preparation of an overarching Growth Investment Strategy. This embedded the principle that development of the Strategy should include the involvement of Overview and Scrutiny Committee.
- 1.3 The March 2017 Cabinet report identified the role the Strategic Plan 2018- 2020 will have in setting the direction and priorities for Growth. The Strategic Plan, which is currently being prepared, is essential in shaping the development of the overarching Growth Investment Strategy as well as performing an important role in setting the overall strategic direction for our Councils.
- 1.4 At this stage, officers are proposing a set of principles to ultimately inform the development of the final strategy. The principles have been considered by the West Suffolk Joint Growth Steering Group, and after consideration by Overview and Scrutiny, will be presented to Joint Cabinet on 14 November 2017. The final strategy itself will then be developed for subsequent agreement.
- 1.5 The Overview and Scrutiny Committee are now being requested to consider and endorse the principles, as set out in the presentation (which will be circulated to members of the Committee). The recommendation of Overview and Scrutiny – if made, will then be referred to Joint Cabinet. The Committee are also being requested to consider any other factors they consider should be assessed by Cabinet as they develop the final strategy.

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# Overview and Scrutiny Committee



St Edmundsbury  
BOROUGH COUNCIL

<b>Title of Report:</b>	<b>Anglia Revenues Partnership Debt Recovery Process</b>	
<b>Report No:</b>	<b>OAS/SE/17/028</b>	
<b>Report to and date:</b>	<b>Overview and Scrutiny Committee</b>	08 November 2017
<b>Portfolio holder:</b>	Ian Houlder Portfolio Holder for Resources and Performance Tel: 01284 810074 Email: <a href="mailto:ian.houlder@stedsbc.gov.uk">ian.houlder@stedsbc.gov.uk</a>	
<b>Lead officer:</b>	Jill Korwin Director Tel: 01284 757252 Email: <a href="mailto:jill.korwin@westsuffolk.gov.uk">jill.korwin@westsuffolk.gov.uk</a>	
<b>Purpose of report:</b>	Following a request from this Committee, this report and supporting presentation provides a review of the processes that the Anglia Revenues Partnership (ARP) follow to recover debts, and includes a summary of performance in this area.	
<b>Recommendation:</b>	<p><b>Overview and Scrutiny Committee:</b></p> <p><b>It is <u>RECOMMENDED</u> that members of the Committee:</b></p> <p>(1) <b>Consider the contents of this report and review the process that ARP follows to recover debt ; and</b></p> <p>(2) <b><u>NOTE</u> the performance that ARP has achieved in regard to debt collection.</b></p>	

<b>Key Decision:</b> <i>(Check the appropriate box and delete all those that <b>do not</b> 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"/>	
<b>Consultation:</b>		<b>N/A</b>	
<b>Alternative option(s):</b>		<b>N/A</b>	
<b>Implications:</b>			
<i>Are there any <b>financial</b> implications? If yes, please give details</i>		Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> • Effective collection of revenues essential for Council's finances	
<i>Are there any <b>staffing</b> implications? If yes, please give details</i>		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> •	
<i>Are there any <b>ICT</b> implications? If yes, please give details</i>		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> •	
<i>Are there any <b>legal and/or policy</b> implications? If yes, please give details</i>		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> • ARP operates within legal and policy framework relating to revenues and benefits, but this report does not suggest any changes to that.	
<i>Are there any <b>equality</b> implications? If yes, please give details</i>		Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> • Steps taken to recover debt have regard to individual's personal circumstances and are described in the report	
<b>Risk/opportunity assessment:</b>		<i>(potential hazards or opportunities affecting corporate, service or project objectives)</i>	
<b>Risk area</b>	<b>Inherent level of risk</b> (before controls)	<b>Controls</b>	<b>Residual risk</b> (after controls)
Failure to collect revenues due to the Council will impact upon The Council's budget	High*	Processes outlined in this paper maintaining performance levels	Low
<b>Ward(s) affected:</b>		ALL Ward/s	
<b>Background papers:</b> <i>(all background papers are to be published on the website and a link included)</i>		None	
<b>Documents attached:</b>		Appendix 1: Process Flow	

## 1. Key issues and reasons for recommendation(s)

### 1.1 Background to the report

1.2 This report has been produced by the management team at Anglia Revenues Partnership (ARP) and explains the processes that they follow to recover debt. This has rightly been identified as a matter that the Committee wanted to explore as effective collection of revenue due to the Council is essential for the Council's finances. At Full Council, Councillors are asked to approve certain debts be written off and this report provides the detail on what will have happened in a case before such a write off decision is made.

## 2. Overview of Debt Collection

2.1 Anglia Revenues Partnership are responsible for the collection of three debt streams, namely Council Tax, Non-Domestic Rates and Housing Benefit Overpayments. Regulations determine a statutory process which must be followed in order to recover unpaid debt and the remedies which may be taken. The Council has a debt recovery policy which sits alongside these regulations and there are additional steps which are taken to maximise the income. This report will outline the statutory process and other actions which are taken.

## 3. Performance

3.1 The table below shows the in-year collection performance for St Edmundsbury Borough Council for the financial year 2016/17 with comparison to the ARP partners and the national average:

<b>Debt type</b>	<b>In-year collection rate %</b>	<b>ARP average %</b>	<b>National average for Shire districts %</b>	<b>No of Summons issued in 2016/17</b>
<b>Council Tax</b>	98.26	97.67	98.1	2878
<b>Non-Domestic Rates</b>	98.11	98.46	98.4	308
<b>HB Overpayments</b>	49.52	43.12	Not available	366 invoices outstanding

3.2 The above figures show the position at 31 March 2017, however collection continues beyond this date and the percentage collected over the lifetime of the debt is in the region of 99.5% for Council Tax and Non-Domestic Rates and 91.3% for Housing Benefit Overpayments. It should be noted that we receive 40% subsidy on all Overpayments raised. For every pound of Housing Benefit overpaid, Councils receive 40p in DWP subsidy. Therefore Councils need to recover 60p from the claimant, anything above a pound is additional income. This means that over the lifetime of the debt we in effect collect 131.3%.

3.3 Based on the current year net debt this would result in the following amounts ultimately being written off:-

<b>Debt type</b>	<b>Amount raised 2016/17 £</b>	<b>Approx. amount which will be written off £</b>
<b>Council Tax</b>	58,503,226.74	292,516
<b>Non-Domestic rates</b>	47,524,776	237,624
<b>Housing Benefit Overpayment</b>	1,042,938.86	91,081.60

- 3.4 There will be occasions when a debt previously written off can be collected, for example, where a debtor absconds but later moves back into the area. In these circumstances the debt is written back on and collection resumes. In the last 6 years debt to the value of £59,931.07 has been re-instated.

#### **4. Collection process**

- 4.1 Customers are now entitled to pay their Council Tax or Non-Domestic Rates (NNDR) over twelve months of the year, however many still prefer to pay over 10 months. A bill is issued in March each year setting out the dates and amounts of the instalments which are due.
- 4.2 Instalments can be paid by Direct Debit or Cheque, by Card over the phone or internet, cash at the Post Office or Paypoint outlet or via bank transfer. Set out below is a breakdown of the method and frequency of payment.

<b>Method of Payment</b>	<b>Frequency</b>	<b>Number - Ctax</b>	<b>Number - NNDR</b>
<b>Direct Debit</b>	Twelve monthly	4958	428
	Ten monthly	30,030	1325
	Half Yearly	2	2
	Yearly	25	1
<b>Cheque, Card, Cash or Bank transfer</b>	Twelve monthly	646	398
	Ten monthly	9286	1677
	Half Yearly	16	2
	Yearly	3	135
	Weekly	136	-

- 4.3 Prior to any reminders being issued we send out text messages and emails to all those who would be due to receive a reminder where we have contact details. This has proved to be successful in obtaining payment and engaging with customers.
- 4.4 If any instalment becomes more than 7 days overdue then a reminder notice is issued. The outstanding instalment must then be paid within a further 7 days otherwise the customer loses their right to instalments and the full balance becomes payable.
- 4.5 Where this is the case a summons can be issued after a further seven days without the need to issue any further notices, however we always issue a final

notice to give the customer one last chance to settle the debt or make an arrangement to pay to avoid incurring Court costs.

- 4.6 A customer can receive two reminders in any one financial year, however on the third occasion an instalment is missed, a final notice is issued and the right to instalments is lost as above.
- 4.7 **Appendix 1** shows a flowchart of the recovery process.
- 4.8 We have recently changed the design of our reminders and final notices for Council Tax using behavioural nudge techniques which we hope will reduce the number of customers who fall behind with their instalments. These techniques seek positive reinforcement and indirect suggestions to try and influence the actions of individuals. For example, when people were told in letters from HMRC that most people pay their tax on time, it increased significantly payment rates. This technique has been used in the new design along with simplifying the layout which has also been shown to have a positive effect.

## **5. Enforcement**

- 5.1 In the event that the Council Tax or NNDR remains unpaid then a summons to The Magistrates Court is issued for the full balance outstanding plus costs. If the amount overdue is not settled before the hearing an application is made to The Magistrates for a Liability Order. If the Magistrates are happy that the amount is outstanding then they will issue the Order together with further costs.
- 5.2 The Liability Order gives the Local Authority the ability to take various Enforcement action:
  - Attachment of Earnings – amounts are deducted from a customer's salary and sent to us. (Council Tax only)
  - Attachment of Benefit. (Council Tax only)
  - Attachment of Members Allowances (Council Tax only)
  - Issue case to Enforcement Agent to take control of goods
  - Charging Order
  - Bankruptcy/Insolvency proceedings
  - Committal to Prison (only for sole traders within NNDR)
- 5.3 After obtaining the Liability Order, a letter is issued advising that the Liability Order has been obtained and requesting the customer to provide their employment details (Council Tax only) and make an offer of payment. A Council Tax customer is obliged to advise the Council of his employment details at this stage and not to do so is a criminal offence.
- 5.4 Once this letter has been returned it is reviewed and the next course of action instigated. This may in the first instance be any one of the first four remedies above but if an offer of payment is made which is acceptable then an arrangement will be set up and monitored. Any cases where the letter isn't returned are reviewed and an appropriate course of action taken. In all cases each action is monitored to check that payments are being made and if not then another option would be considered.

- 5.5 We have our own in-house Enforcements Agents which we use for all cases where the debtor is residing within Suffolk, Norfolk or Cambridgeshire. Other cases are sent to an external Enforcement Agency. One of the benefits of having our own team has been that we are able to remit the statutory fees, which are added to debt, when we consider that the debtor is in financial difficulty.
- 5.6 When we have exhausted all of the first four options then the case will be referred to our further recovery team who review cases to establish if it is worthwhile to pursue one of the remaining three options. These recovery methods are resource intensive and as the majority of the Council Tax income collected is for County Council, County Councils are currently providing funding for this work.
- 5.7 This process can take several months and is why the final collection percentage is higher than in-year collection. Only one different type of action can be taken at any one time, however each appropriate option will be attempted until the debt is either collected or written off. Debts are only written off where there is no prospect of recovery at the time, which could be, for example, where the debtor is insolvent, has passed away with no estate or where the debtor absconds. Even then, should a debtor reappear on our records at a future date the debt will be written back on for collection.

## **6. Housing Benefit Overpayments**

- 6.1 The collection process differs from that of Council Tax and NNDR in that it is not necessary to obtain a Liability Order from The Magistrates in order to progress some enforcement options.
- 6.2 Once an overpayment has occurred an invoice is raised. Where the customer remains on Housing Benefit (HB) then the outstanding amount is collected from their on-going entitlement, however the amount that can be collected is restricted to a maximum of £11.10 per week or £29.60 in the case of a fraudulent overpayment depending on the debtor's income. As an example of the length of time it can take to recover an overpayment, we currently have an invoice outstanding created as a result of fraud amounting to £19,292.57. It is being recovered from on-going Housing Benefit at a rate of £23.50 per week which will take 15 years to collect.
- 6.3 Where the customer is not being paid Housing Benefit then the customer will need to make the payment direct. Following the issue of the invoice if payment is not made then reminders are issued to try and prompt payment. At this stage the Council then has the following options available to recover the monies outstanding without the need for County Court action:-
- Attachment to Earnings or DWP benefits - Amounts are deducted from a debtors earnings or benefit at a set rate which could take months to clear the debt.
  - Collection Agent – unlike an Enforcement Agent there is no right to remove goods for sale.
  - Blameless Tenant recovery from bulk landlord HB payments

- 6.4 If these actions are not successful then there remains the option of obtaining a County Court Judgement which would enable the following actions:
- Charging Order on the debtors property (however, it is unlikely a debtor will own property)
  - Third Party debt order
  - Warrant of Execution
- 6.5 The cost of obtaining a County Court Judgement means that these actions are only taken where the value of the debt is high and there are good prospects for recovery.
- 6.6 Again, due to the limitations on the amounts which can be collected and the limited means of recovery it may be many months before a debt is satisfied or ultimately written off.

## **7. Support**

- 7.1 At all stages of the recovery process staff will take into consideration a debtor's ability to pay and work with them to make a suitable payment arrangement. Debtors are asked to fill in a standard income and expenditure form so that the debtor's situation can be considered fully before the arrangement is made. Staff will also ensure that any benefits or entitlements over which the Council has direct control are made available to them and that they are alerted to the availability of other benefits generally. If necessary a debtor will be referred to a debt advice agency, such as the Citizens Advice supported by the Council, who would be able to offer free debt advice.
- 7.2 All of our recovery notices and the website provide information on how a debtor can obtain free debt advice.
- 7.3 The Council has also been supporting the roll out of Universal Credit by working with the Citizens Advice Bureau, other Councils and Housing associations to provide money advice and support. Also ARP have been represented at a national DWP Universal Credit steering group which has influenced process enhancements.

## **8. Case Study**

- 8.1 In order to illustrate the sometimes lengthy and time consuming recovery of a debt a timeline of recovery for an actual Council Tax debt is set out below. For every financial year that the customer fails to pay their bill the whole process needs to be followed each time.
- 8.2 This case relates to a Period of Liability - 30 April 2009 to 1 November 2013
- 8.3 The first bills in respect of this property were sent in December 2010. The delay happened because the previous occupant was exempt and failed to advise us that he had left the property so we were unaware the records needed updating.

8.4 A reminder was issued in February 2011 and a final notice in March 2011 for the first two financial years. The first summons was issued for a Court Hearing on 21 April 2011 and recovery action in respect of the later years followed.

8.5 Liability orders obtained:

<b>Year</b>	<b>Liability Order obtained and amount</b>	<b>Returned from Enforcement Agent</b>
2009/10 & 2010/11	21 April 2011 - £1668.85	2011
2011/12	16 June 2011 - £1204.07	2011
2012/13	14 June 2012 - £1215.42	2012
2013/14	27 June 2013 - £1787.00	2013

8.6 Liability Orders had all been referred to the Enforcement Agents who had later returned them, unable to collect.

8.7 In 2012 additional resource was allocated for further recovery actions as this work is resource intensive and time consuming. This case was referred to the Further Recovery team in November 2012 for the first three liability orders, and proceedings for a Charging Order commenced in December 2012.

8.8 A Final Charging order was obtained in August 2013 for a debt of £4088.34p and an arrangement of £100 per month was agreed.

8.9 The amount outstanding on the fourth liability order was paid to prevent a second Charging Order and the bill was paid up to the termination date of the account. The majority of the debt was paid up in 2016 leaving a sum of £37.35p which remains on the account. It has taken approximately three years following the granting of a Charging Order to recover the Council Tax bills outstanding.

## **9. Summary**

9.1 There is a robust recovery system in place which is shown by a collection rate of 99.5% (91.3% for Housing Benefit Overpayments) over the lifetime of the debt. An annual audit takes place across all debt streams which ensures that the processes in place are effective and being adhered to. Monitoring of collection takes place for both the in-year collection rate and the collection fund target which is presented to Joint Committee on a quarterly basis.

9.2 We constantly strive to improve processes and engage with customers. We have recently introduced a self-serve module to encourage customers to manage their account online. Customers can view balances and payments due, view correspondence issued and sign up for Direct Debit. This will be developed further allowing more transactions to be carried out online.

9.3 The website is currently being re-designed to be more transactional and make it easier for customers to transact online. Social media films have been developed to illustrate how to apply for discounts, sign up for Direct Debit etc. These will be used on social media and published on the website when the final version is launched. Documents have been redesigned to make them

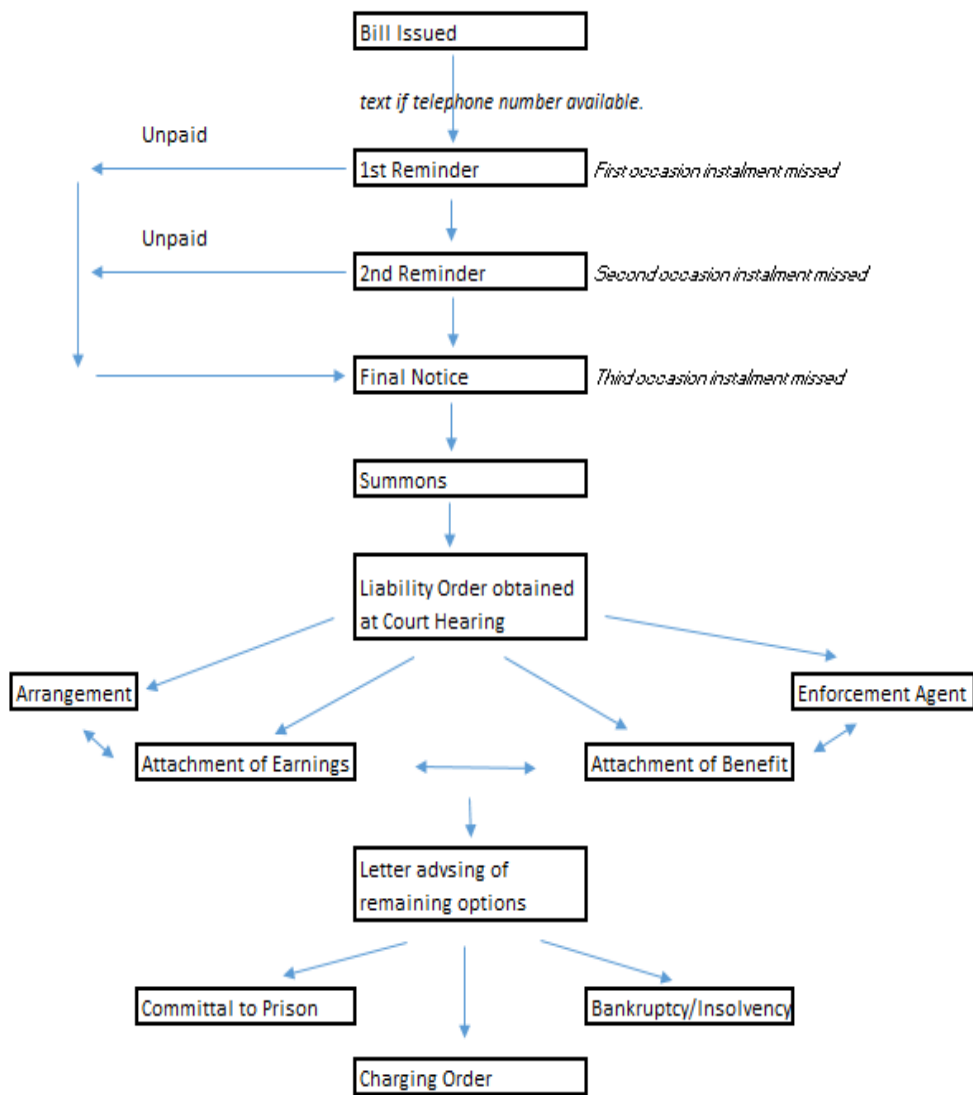


easier to understand and encourage payment at an earlier stage in the process.

- 9.4 In future Universal Credit will have an impact on our ability to maintain current collection rates. Universal Credit is being rolled out across the Country and replaces a number of DWP benefits and Housing Benefit. Payment is made direct to the customer with the expectation that they will manage their own budgets.
- 9.5 We will no longer be able to deduct amounts from on-going Housing Benefit overpayments for residual overpayments and any deductions from DWP benefits we request will not be prioritised over other deductions. In light of this, one of the ARP partners who has full roll out of Universal Credit has been lobbying its MP for DWP to take on the residual HB Overpayment liabilities. It has recently been agreed to temporarily increase resource within the Housing Benefit Overpayments team to maximise collection before Universal Credit is rolled out further
- 9.6 Delays in the payment of Universal Credit will also have an impact on Council Tax collection and we will need to work closely with customers and debt advice agencies to help customers meet their obligations.

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**ARP Debt Collection Flowchart**



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# Overview and Scrutiny Committee



*St Edmundsbury*  
BOROUGH COUNCIL

<b>Title of Report:</b>	<b>Annual Presentation by the Cabinet Member for Operations</b>	
<b>Report No:</b>	<b>OAS/SE/17/029</b>	
<b>Report to and date:</b>	<b>Overview and Scrutiny Committee</b>	8 November 2017
<b>Portfolio Holder:</b>	Peter Stevens Cabinet Member for Operations <b>Tel:</b> 01787 280284 <b>Email:</b> <a href="mailto:peter.stevens@stedsbc.gov.uk">peter.stevens@stedsbc.gov.uk</a>	
<b>Lead officers:</b>	<p>Mark Walsh Assistant Director (Operations) <b>Tel:</b> 01284 757300 <b>Email:</b> <a href="mailto:mark.walsh@westsuffolk.gov.uk">mark.walsh@westsuffolk.gov.uk</a></p> <p>Christine Brain Democratic Services Officer (Scrutiny) <b>Tel:</b> 01638 719729 <b>Email:</b> <a href="mailto:Christine.brain@westsuffolk.gov.uk">Christine.brain@westsuffolk.gov.uk</a></p>	
<b>Purpose of report:</b>	<p>As part of the "Challenge" role, Overview and Scrutiny are asked to consider the roles and responsibilities of Cabinet Members. It is part of the Scrutiny role to "challenge" in the form of questions.</p> <p>Therefore, to carry out this constitutional requirement, at every ordinary Overview and Scrutiny meeting at least one Cabinet Member shall attend to give an account of his or her portfolio and answer questions from the Committee.</p>	

<b>Recommendation:</b>	<p><b>Members of the Committee are asked to question the Cabinet Member for Operations on his portfolio responsibilities, and having considered the information, the Committee may wish to:</b></p> <p><b>1) Make recommendations to the Cabinet Member for Operations for his consideration;</b></p> <p><b>2) Request further information and / or receive a future update.</b></p> <p><b>3) Take any other appropriate action as necessary.</b></p>		
<p><b>Key Decision:</b></p> <p><i>(Check the appropriate box and delete all those that <b>do not</b> 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>		
<b>Consultation:</b>	<ul style="list-style-type: none"> <li>N/A</li> </ul>		
<b>Alternative option(s):</b>	<ul style="list-style-type: none"> <li>N/A</li> </ul>		
<b>Implications:</b>			
<i>Are there any <b>financial</b> implications? If yes, please give details</i>		Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
<i>Are there any <b>staffing</b> implications? If yes, please give details</i>		Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
<i>Are there any <b>ICT</b> implications? If yes, please give details</i>		Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
<i>Are there any <b>legal and/or policy</b> implications? If yes, please give details</i>		Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
<i>Are there any <b>equality</b> implications? If yes, please give details</i>		Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
<b>Risk/opportunity assessment:</b>		<i>(potential hazards or opportunities affecting corporate, service or project objectives)</i>	
<b>Risk area</b>	<b>Inherent level of risk</b> (before controls)	<b>Controls</b>	<b>Residual risk</b> (after controls)
	Low/Medium/ High*		Low/Medium/ High*
None			
<b>Wards affected:</b>		All	
<b>Background papers:</b> <i>(all background papers are to be published on the website and a link included)</i>		None	
<b>Documents attached:</b>		None	

## **1. Key issues and reasons for recommendation**

### **1.1 Background**

- 1.1.1 As part of its "Challenge" role, the Overview and Scrutiny Committee is asked to consider the roles and responsibilities of Cabinet Members. To carry out this constitutional requirement, at every ordinary Overview and Scrutiny meeting at least one Cabinet Member shall be invited to give an account of his or her portfolio and to answer questions from the Committee.
- 1.1.2 On 9 November 2016, the Committee received a presentation from the Cabinet Member for Operations, Councillor Peter Stevens, summarising the areas of responsibilities covered under his portfolio.

### **1.2 Scrutiny Focus**

- 1.2.1 The scope of this report has been developed to provide the Committee with information on the following key questions identified relating to the operations portfolio:
- a. **Brown Bins:** Has the Council seen a rise in the number of households signing up to the Brown Bin service in the second year?
  - b. **Brown Bins:** What impact has the scheme had on the weight of refuse going to Great Blakenham and has the cost gone up, if so, by how much?
  - c. **Recycling:** How well is the public doing at separating their waste? (i.e. how much is going into the brown bin which should not?)
  - d. **Fleet Management:** What research has been carried out, and how soon do you expect the Council to have electric fleet vehicles?
  - e. **Christmas Fayre:** Whilst this is extremely successful for attracting visitors to the town and the economy, it is very disruptive to residents. Therefore, how much thought is being given to minimising the impact on residents?

### **1.3 Response to Key Questions Set out in the Scrutiny Focus**

#### **1.3.1 Brown Bins (a)**

The changes to the collection of organic waste were introduced in April 2016 following an impending change to the funding arrangements and an expected increase in the organic waste treatment costs.

As a result, the new service was restricted to the inclusion of garden waste only and participation was voluntary and subject to an annual subscription charge.

In West Suffolk, the number of households subscribed to the garden waste collection service is currently 29,622. Across West Suffolk, there has been a net increase in the number of participating households from 2015/16 to 2016/17, which is in line with our own estimates and experiences elsewhere.

In Forest Heath, the subscription number is currently lower than last year but this may be in part due to the change in the number of "on-base" USAF households, which has reduced by 94 (from 943 to 849) due to their ongoing review and disposal of properties.

In St Edmundsbury there has been an increase in 305 household bin subscriptions.

In both Forest Heath and St Edmundsbury, household subscription reflects the urban/rural split with fewer households in urban areas joining the service than in the rural areas, which is probably linked to garden availability and size.

		<b>SEBC</b>	<b>FHDC</b>	<b>West Suffolk</b>
Total No. households <sup>1</sup>		46,949	28,777	<b>75,726</b>
1 April 2016 to 11 December 2016	Household numbers	19,247	10,134	<b>29,381</b>
	% take up	41.00%	35.22%	<b>38.80%</b>
1 April 2017 to 9 October 2017	Households Numbers	19,552	10,070	<b>29,622</b>
	% take up	41.65%	34.99%	<b>39.12%</b>
+/- change in household numbers		+305	-64	<b>+241</b>

Notes:

<sup>1</sup> Estimated based on Office of National Statistics data

### 1.3.2 **Brown Bins (b)**

All residual waste collected from West Suffolk is delivered to the energy from waste facility at Great Blakenham, via a transfer station at Red Lodge.

The quantity of residual waste disposed of increased by 3,798 tonnes (11.62%) from 2015/16 to 2016/17. About 1% to 2% of this increase can be attributed to the annual increase in residual waste that is normally experienced. The remaining increase can be associated with garden being placed in the black bin by those who have not subscribed to the garden waste collection service, in addition to the disposal of kitchen waste from all households.

In terms of the brown bin, there has been a 7,781 tonnes reduction in the quantity of waste collected from 2015/16 to 2016/17. Assuming that the increase in the residual waste is predominately due to organic waste previously collected in the brown bin, 3,983 tonnes of organic waste previously collected is now unaccounted for. Whilst there has been a minor increase in garden waste taken to the household waste recycling centres, residents are changing their behaviours in response to the service change. Councils who have made a similar service change have reported similar residual waste findings to this and the data is in line with the modelling projections we carried out before introducing the scheme.



Black Bins						
	FHDC		SEBC		West Suffolk	
2013/14	12,334		19,4701		31,805	
2014/15	12,555	1.79%	18,824	-3.32%	31,379	-1.34%
2015/16	12,682	1.01%	20,132	6.95%	32,687	4.17%
2016/17	13,993	10.34%	22,492	11.72%	36,485	11.62%

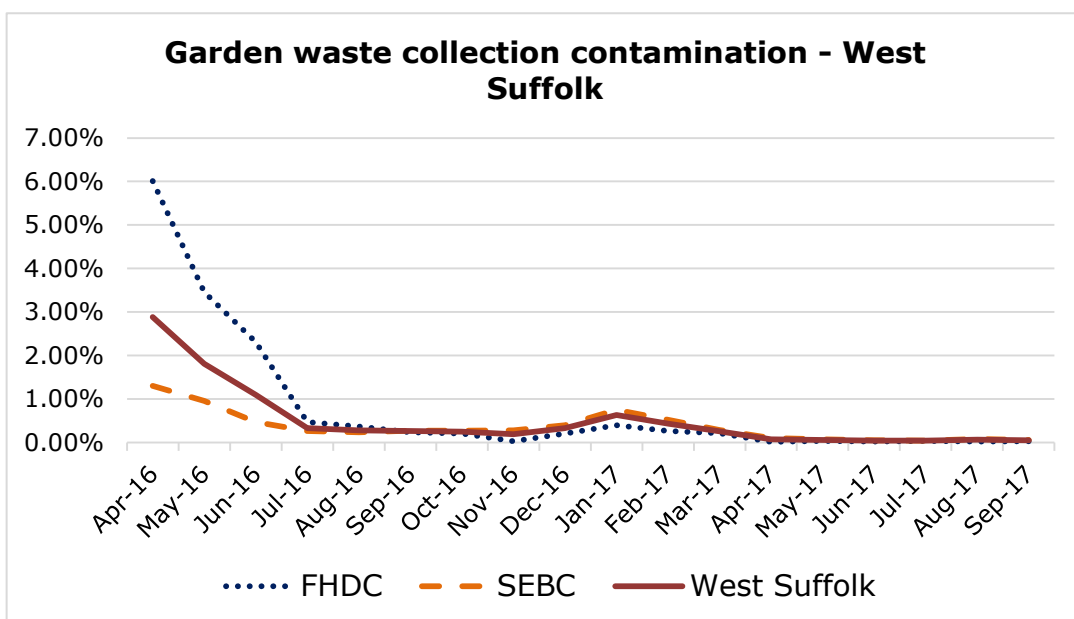
### 1.3.3 Recycling

Since the introduction of the service change, the compost treatment plant operator has been satisfied that the material quality and there have been no significant contamination issues, with residents removing non eligible material as required.

In terms of bins put out for collection, refuse crews inspect bins and determine if the material quality meets the minimum standard required. The table and graph below outlines the percentage of bins not emptied due to contamination reasons.

	April 16 - March 17		April 17 - Sept 17	
	Total bins emptied	% bins not emptied	Total bins emptied	% bins not emptied
FHDC	234,920	0.56%	110,840	0.03%
SEBC	451,914	0.25%	215,282	0.07%
West Suffolk	686,834	0.36%	326,122	0.06%

During 2016/17, 2,438 brown bins were not emptied due to contamination out of 686,834 emptied bins. Most of the contaminated bins can be accounted for by people maintaining the practice of putting food waste in the bin, with food waste, cardboard and pet waste accounting for 75% of bins rejected due to contamination from April 2016 to September 2017. However this practice diminishes as the year goes on and the contamination level of bins has continued to decline.



### 1.3.4 Fleet Management

Fleet Management has, for several years, been exploring the potential for 'alternative fuels' and technology designed to make vehicles less damaging to the environment.

Over the years several electric vehicles (EV) have been trialled (cars and vans) and, whilst they have all been satisfactory in service, some delivered insufficient travel distance range to suit our needs. However, all have proven to be at a cost which would not give us a rate of return to justify the purchase/lease. Models trialled have included: Nissan Leaf; Smart FourTwo; Toyota Prius; Renault Zoe, Nissan eNV200 (Van).

The council has worked with several companies to explore the potential for hybrid technology fitted to our larger vehicles. This has included Hydraulic Regenerative Braking and technology to provide a 'stop-start' system for refuse trucks. Sadly, to date, none of these technologies have come to market in a viable form but we continue to monitor the development of this technology for future use.

On our staff car fleet we are currently operating two Hybrid cars (Kia Niro and Lexus CT) and one full EV car (Mercedes B Class).

On the light commercial fleet we have in the past invested in two systems. The first was the Connaught Hybrid+ Drive system. This was fitted to one vehicle in 2008 but failed in service and the company which provided it folded before it could be rectified.

We later purchased four vehicles (Ford Transit) fitted with the Ashwood Hybrid+ technology. This was slightly more successful but again did not perform for more than a couple of years without requiring high levels of maintenance. The systems were therefore removed and the company which provided them discontinued the product due to ongoing vehicle design changes which necessitated major re-tooling for their product.

We have recently trialled a small EV truck which sadly has not given us the performance required to be useful and we are therefore about to trial a petrol/EV hybrid truck which will hopefully perform better.

The heavy commercial market is still developing with many 'concept' ideas in the pipeline alongside some proven, but prohibitively expensive, 'alternative' fuel systems such as Compressed Natural Gas (CNG), Liquefied Natural Gas (LNG), Biomethane etc. Going forward, these will be considered subject to the infrastructure being available to take advantage and ensuring that the investment will provide a return on investment (ROI) for the operation.

It needs to be considered that the average annual mileage for the Councils' light vehicles is around 5,000 which of course means that any cost benefit of new technology has to be quite high to ensure the public finances are not compromised.

For our larger HGV collection vehicles it should be noted that Potential EV or hybrid technologies come with a payload penalty. The weight of any batteries

or accumulators reduces the amount of waste that can be collected (payload), potentially increasing waste miles, number of vehicles, staff and fuel. This continues to present a significant challenge in introducing EV or hybrid technology for these types of vehicles compared to other HGV vehicles (e.g. buses) where payload is not a factor.

Our fleet team continues to monitor these developing technologies.

An example of costs for an EV car compared to currently used small car is:-

<b>Make/Model</b>	<b>Fuel type</b>	<b>Purchase price</b>	<b>Fuel/Battery</b>
Renault Zoe Dynamique Nav 5 door Auto	Electric	£14,830	£900 per year battery rental + electricity charge costs
Ford Fiesta 1.5 TDCi Zetec 5 door	Diesel	£10,233	£480.00 p.a. (Average)
Skoda Fabia 1.4 TDI SE 5 door	Diesel	£9,606	£480.00 p.a. (Average)

Based on a projected three year life and assuming a residual value of 50% of purchase price, the above cars would cost:-

<b>Make/Model</b>	<b>Fuel type</b>	<b>Cost per annum</b>
Renault Zoe Dynamique Nav 5 door	Electric?	£10,115
Ford Fiesta 1.5 TDCi Zetec 5 door	Diesel	£6,556
Skoda Fabia 1.4 TDI SE 5 door	Diesel	£6,243

### 1.3.5 Christmas Fayre

The Christmas Fayre is now in its fifteenth year attracting over 120,000 visitors, 200 coaches and 300 traders to the town. The event has grown from a three day event on Angel Hill car park and the Athenaeum to a four day event encompassing fourteen different areas within the town. After the first year the police acknowledged how successful the event was and have insisted thereafter that the highway through Angel Hill is closed.

Over the year's, additional parking has been found at local businesses and an efficient park and ride service is now in place at Saxham Business Park on Friday, Saturday and Sunday with a capacity for over 1000 cars. We have additional parking at weekends at Greene King and the Priory School and have an exhibitor's car park in Springfield Road.

We do acknowledge that there will be disruption and displacement within the town centre. Parking will remain one of the biggest issues. However, last year was the first that we did not receive any complaints about parking from either residents or visitors.

Over the years communication has improved and we work closely with affected residents associations within the town centre. Last year we worked with the Southgate Residents Association to alleviate parking problems in their area. We managed to get support from local businesses to allow residents to park on their property during the evening and at weekends which was a significant

help.

We have worked with Suffolk County Council on the Moreton Hall Estate to cone off areas where illegal parking has occurred. We have also worked with the local bus companies to encourage residents on the outlying estates to take the bus into town by giving them a free gift if they show their bus ticket. We also promote the event with Albello Greater Anglia to encourage visitors to travel by train.

We inform the doctor's surgeries, dentists and other fundamental services in the area to ask them to make patients aware of the event. They, in turn, make sure that their patients are aware of the Fayre when they make appointments and that anyone collecting medication has enough to ensure they do not need a repeat prescription during the event. We have a coned off area on Chequer Square which is used for parking for anyone who needs the doctors as an emergency appointment or as a drop off point for patients.

We send a letter to all the schools in the town and ask them to put information on their website and also inform parents that the roads will be busier than normal particularly on the Friday. This ensures that parents are able to leave more time for their journeys to collect their children. We also ensure that local businesses are aware and that they remind their staff that parking will be difficult and to leave extra time to get to work.

Hosting the event over the four days has helped and the Thursday evening is known as 'residents evening'. The Thursday has discounted fairground rides, a schools parade, firework display and free parking after 4pm. It is less busy and not promoted to groups or coaches to encourage residents to attend the event.

Finally if anyone has any special needs or issues during the Fayre we encourage them to contact us as we will always try to help as much as possible.

#### 1.4 **Presentation - (15 Minutes)**

1.4.1 The Cabinet Member at the meeting has also been asked to provide some examples during his 15 minute presentation on the following by:

- Outlining the main challenges which were faced during the last year within the Portfolio:
- Outlining some key successes and any failures during the last year and any lessons learned?
- Setting out the vision of the Portfolio through to 2019 and whether on target to meet that vision?

#### 1.5 **Proposals**

1.5.1 That the Overview and Scrutiny Committee ask questions of the Cabinet Member following his update.

# Overview and Scrutiny of Committee



St Edmundsbury  
BOROUGH COUNCIL

<b>Title of Report:</b>	<b>Work Programme Update</b>	
<b>Report No:</b>	<b>OAS/SE/17/030</b>	
<b>Report to and date:</b>	<b>Overview and Scrutiny Committee</b>	8 November 2017
<b>Chairman of the Committee:</b>	Diane Hind Chairman of the Overview and Scrutiny Committee <b>Tel:</b> 01284 706542 <b>Email:</b> <a href="mailto:diane.hind@stedsbc.gov.uk">diane.hind@stedsbc.gov.uk</a>	
<b>Lead officer:</b>	Christine Brain Democratic Services Officer (Scrutiny) <b>Tel:</b> 01638 719729 <b>Email:</b> <a href="mailto:Christine.brain@westsuffolk.gov.uk">Christine.brain@westsuffolk.gov.uk</a>	
<b>Purpose of report:</b>	To update the Committee on the current status of its rolling work programme of annual items for scrutiny during 2018 ( <b>Appendix 1</b> )	
<b>Recommendation:</b>	<p><b>It is <u>RECOMMENDED</u> that the Overview and Scrutiny Committee:</b></p> <ol style="list-style-type: none"> <li><b>1) Reviews the current status of its Work Programme up until April 2018.</b></li> <li><b>2) Identifies questions for the Portfolio Holder for Leisure and Culture to cover in her annual report to the Committee in January 2018.</b></li> </ol>	
<b>Key Decision:</b> <i>(Check the appropriate box and delete all those that <b>do not</b> 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"/>	
<b>Documents attached:</b>	<b>Appendix 1</b> – Current Work Programme 2018	

## **1. Key issues and reasons for recommendations**

### **1.1 Rolling Work Programme**

- 1.1.1 The Committee has a rolling work programme, whereby suggestions for scrutiny reviews are brought to each meeting, following the completion of the work programme suggestion form, and if accepted, are timetabled to report to a future meeting.
- 1.1.2 The work programme also leaves space for Call-ins and Councillor Calls for Action.
- 1.1.3 The current position of the work programme, including Task and Finish Group(s) for 2018 is attached at **Appendix 1** for information.

### **1.2 Portfolio Holder Annual Presentations**

- 1.2.1 At every ordinary Overview and Scrutiny meeting at least one Cabinet Member attends to give an account of his or her portfolio and to answer questions from the Committee.
- 1.2.2 At the Committees meeting on 10 January 2018, the Cabinet Member for Leisure and Culture will be attending to give her annual update to the Committee.
- 1.2.3 The Committee is therefore asked to identify questions for the Cabinet Member for Leisure and Culture to cover in her annual report to the Committee.

### **1.3 Recommendation(s)**

- 1.3.1 Members are asked to:
  - i) Review the current status of its work programme for 2018; and
  - ii) Identify questions for the Portfolio Holder for Leisure and Culture to cover in her annual report to the Committee in January 2018.

## Overview and Scrutiny Committee Rolling Work Programme (St Edmundsbury Borough Council)

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

Description	Lead Member	Details
<b>10 January 2018</b>		
Annual Portfolio Holder Presentation	Leisure and Culture	The Portfolio Holder has been invited to provide an update on their portfolio and to answer questions from the Committee.
West Suffolk Information Strategy	Portfolio Holder for Resources & Performance	To receive a report from the Joint Task and Finish Group on the West Suffolk Information Strategy, which has been jointly produced with St Edmundsbury Borough Council.
Cabinet Decision Plan	Leader of the Council	To peruse the latest Decision Plan for items on which it would like further information or feels might benefit from the Committee's involvement.
Work Programme Update	Chairman of Overview and Scrutiny	To receive suggestions for scrutiny reviews, appoint Task and Finish Groups for these reviews and indicate review timescales.
<b>7 February 2018</b>		
Scrutiny Workshop	Chairman of Overview and Scrutiny	Work Programme Setting for 2018-2019
<b>7 March 2018</b>		
Annual Portfolio Holder Presentation	Resources and Performance	The Portfolio Holder has been invited to provide an update on their portfolio and to answer questions from the Committee.
Annual Report from the Barley Homes Group Ltd	Portfolio Holder for Housing	To scrutinise the Annual Report of Barley Homes Group Limited
West Suffolk Housing Strategy	Portfolio Holder for Housing	To monitor annually the progress made against Action Points.
Car Parking	Portfolio Holder for Operations	To receive an annual report on car parking in the Borough.
Cabinet Decision Plan	Leader of the Council	To peruse the latest Decision Plan for items on which it would like further information or feels might benefit from the Committee's involvement.
Work Programme Update	Chairman of Overview and Scrutiny	To receive suggestions for scrutiny reviews, appoint Task and Finish Groups for these reviews and indicate review timescales.

Description	Lead Member	Details
<b>18 April 2018</b>		
Annual Portfolio Holder Presentation	Families and Communities <i>(To be confirmed)</i>	The Portfolio Holder has been invited to provide an update on their portfolio and to answer questions from the Committee.
West Suffolk Community Safety Partnership	Cabinet Member for Families and Communities	To review the work of the Partnership on an annual basis.
Cabinet Decision Plan	Leader of the Council	To peruse the latest Decision Plan for items on which it would like further information or feels might benefit from the Committee's involvement.
Work Programme Update	Chairman of Overview and Scrutiny	To receive suggestions for scrutiny reviews, appoint Task and Finish Groups for these reviews and indicate review timescales.

**Futures items identified to be programmed:**

1. Future Developments for Regional Transport in West Suffolk (A1307) – Progress Report.



## Current position of Overview and Scrutiny Task and Finish Groups

	<b>Title</b>	<b>Purpose</b>	<b>Start date</b>	<b>Members appointed</b>	<b>Estimated End date</b>
1.	West Suffolk Information Strategy (Joint Task and Finish Group)	<p>The purpose of the Information Strategy will seek to recognise the strategic value of information to the Council and will promote and facilitate good information management practice, based on:</p> <ul style="list-style-type: none"> <li>- a set of underlying data sharing principles;</li> <li>- seeking to define how we use information currently;</li> <li>- how we should be using information in the future;</li> <li>- how this can deliver key outcomes to both our staff,</li> <li>- our operations and our customers/consumers ; and</li> <li>- describing where technology can help facilitate this.</li> </ul>	April 2017	<p><u>St Edmundsbury</u>            Cllr Clive Springett            Cllr John Burns            Cllr Diane Hind (Sub)</p> <p><u>Forest Heath</u>            Cllr Brian Harvey            Cllr Simon Cole</p>	<p><del>November 2017</del></p> <p>January 2018</p>

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