

Overview and Scrutiny Committee



Forest Heath
District Council

Title:	Agenda
Date:	Tuesday 6 June 2017
Time:	6.00 pm
Venue:	Council Chamber District Offices College Heath Road Mildenhall
Full Members:	<div><div>Chairman Simon Cole</div><div>Vice Chairman Ruth Bowman J.P.</div><div><div><u>Conservative Members (7)</u></div><div>Chris Barker John Bloodworth Ruth Bowman Rona Burt</div><div>Christine Mason Brian Harvey Nigel Roman</div></div><div><div><u>West Suffolk Independent Members (2)</u></div><div>Simon Cole</div><div>David Palmer</div></div><div><div><u>UKIP Member (1)</u></div><div>Reg Silvester</div></div></div>
Substitutes:	Named substitutes are not appointed
Interests – Declaration and Restriction on Participation:	Members are reminded of their responsibility to declare any disclosable pecuniary interest not entered in the Authority's register or local non pecuniary interest which they have in any item of business on the agenda (subject to the exception for sensitive information) and to leave the meeting prior to discussion and voting on an item in which they have a disclosable pecuniary interest.
Quorum:	Three Members
Committee administrator:	Christine Brain Democratic Services Officer (Scrutiny) Tel: 01638 719729 Email: christine.brain@westsuffolk.gov.uk

Public Information



Forest Heath

District Council

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

Agenda

Procedural Matters

Part 1 – Public

1. Substitutes

2. Apologies for Absence

3. Minutes

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To confirm the minutes of the meeting held on 20 April 2017 (copy attached).

4. Public Participation

Members of the public who live or work in Forest Heath 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. Renewable Energy Provision for the Mildenhall Hub

To receive a presentation on renewable energy provision for the Mildenhall Hub prior to Cabinet on 20 June 2017 considering a standalone business case for, and investment in, the provision of renewable energy technology at the Mildenhall Hub (in accordance with the authority delegated to Cabinet and Council on 22 February 2017)

7. Work Programme Update and Re-appointments to the Suffolk County Council Health Scrutiny Committee

9 - 14

Report No: **OAS/FH/17/014**

	<i>Page No</i>
8. Decisions Plan: June 2017 to May 2018	15 - 36
Report No: OAS/FH/17/015	
9. Draft West Suffolk Annual Report 2016-2017	37 - 108
Report No: OAS/FH/17/016	
10. Annual Presentation by the Leader of the Council	109 - 112
Report No: OAS/FH/17/017	

The Leader of the Council has been invited to the meeting to provide an annual account of his portfolio and to answer questions from the Committee.

Overview and Scrutiny Committee



Forest Heath
District Council

Minutes of a meeting of the **Overview and Scrutiny Committee** held on **Thursday 20 April 2017** at **6.00 pm** at the **Council Chamber, District Offices**, College Heath Road, Mildenhall IP28 7EY

Present: **Councillors**

Chairman Simon Cole
Vice Chairman Ruth Bowman J.P.

John Bloodworth
Brian Harvey
Christine Mason

David Palmer
Nigel Roman
Reg Silvester

148. **Substitutes**

There were no substitutes declared.

149. **Apologies for Absence**

Apologies for absence were received from Councillor Chris Barker.

150. **Minutes**

The minutes of the meeting held on 16 March 2017, were confirmed as an accurate record and signed by the Chairman.

151. **Public Participation**

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

152. **Work Programme Update and Formation of a West Suffolk Information Strategy Joint Task and Finish Group**

[The Chairman agreed for this item to be brought forward on the Agenda]

The Committee received Report No: OAS/FH/17/013, which updated Members on the current status of its rolling work programme of items for scrutiny during 2017-2018 (Appendix 1).

The Committee was also asked to consider nominating two members with appropriate skills to sit on a "West Suffolk Information Strategy Joint Task and Finish Group". The purpose of the Information Strategy would be to seek

to recognise the strategic value of information to the Council and would promote and facilitate good information management practice, based on:

- a set of underlying data sharing principles;
- seeking to define how we use information currently;
- how we should be using information in the future;
- how this can deliver key outcomes to both our staff,
- our operations and our customers/consumers ; and
- describing where technology can help facilitate this.

The Committee considered the request made by the Service Manager (ICT) and nominated Councillor Brian Harvey and Councillor Simon Cole to sit on the Joint Task and Finish Group with St Edmundsbury Borough Council.

Finally, the Democratic Services Officer (Scrutiny) informed the Committee that its next meeting was scheduled to be held on Thursday 8 June 2017. However, due to a General Election being announced this week to be held on 8 June, it was proposed that the meeting be rescheduled to be held on Tuesday 6 June 2017, at 6pm in the Council Chamber.

The Committee **noted** the update on the current status of its forward work programme and its June meeting being rescheduled to take place on 6 June 2017,

It was then proposed by Councillor Ruth Bowman, seconded by Councillor Nigel Roman, and with the vote being unanimous, it was:

RESOLVED

That Councillor Brian Harvey and Councillor Simon Cole be nominated to sit on the West Suffolk Information Strategy Joint Task and Finish Group with St Edmundsbury Borough Council.

153. Monitoring Community Safety Activities Including Western Suffolk Community Safety Partnership

[The Chairman agreed for this item to be brought forward on the Agenda]

It is the duty of the Committee, as the Council's Crime and Disorder Committee designated under the Police and Justice Act 2006, to scrutinise the work of the Partnership.

The Committee received Report No: OAS/FH/17/011, which updated Members on the community safety activity in West Suffolk, including the Western Suffolk Community Safety Partnership (WSCSP) from April 2016 to March 2017.

Over the past year the WSCSP continued to meet and discharge its statutory duties by carrying out an annual assessment of crime, producing an annual plan and carrying out Domestic Homicide Reviews, as required.

In May 2016, the WSCSP completed and published its partnership plan and project plan for identified community priorities for 2016-2017. Attached as Appendix A to the report, was the WSCSP project plan.

The report also set out the work of the Strong and Safe Communities Group; the multi-agency Anti-Social Behaviour Group and the Public Space Protection Orders.

Members scrutinised the report and asked questions of officers, to which responses were provided. In particular discussions were held on officer time involved in community safety and the cash award received from the Department for Communities and Local Government (DCLG) and gang violence.

Discussions were also held on the numbers involved in anti-social behaviour. In response, officers informed the Committee that figures were referred to the Multi-Agency Group who looked at vulnerable cases of anti-social behaviour. There had been six cases in Forest Heath and a number were also pending.

In response to particular questions raised:

- 1) Domestic abuse figures were published and reported to the Community Safety Partnership on a quarterly basis. A "deep dive" exercise had recently been completed on domestic abuse and work was about to commence on the other workstreams.
- 2) Suffolk Constabulary had introduced a new ICT system called "Athena" which brought together areas of investigation management including crime recording, intelligence and custody and case preparation. It was able to provide local parish reports on crimes, burglary's etc.

Finally, the Committee was reminded that the Police and Crime Commissioner would be attending Council on 26 April 2017, and all members would be able to ask questions and raise concerns, in particular how useful the Safer Neighbourhood Teams were.

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

154. **Annual Presentation by the Cabinet Member for Families and Communities**

[Councillors John Bloodworth, Ruth Bowman and Nigel Roman left the meeting at 6.45pm during the consideration of this item.]

The Committee was reminded that on 21 April 2016, the Committee received a presentation from the Cabinet Member for Families and Communities, setting out responsibilities covered under the portfolio.

At this meeting, the Cabinet Member for Families and Communities had been invited back to the meeting to provide a follow-up presentation on his

portfolio. Report No: OAS/FH/17/010 set out the areas of responsibility and the focus of the follow-up presentation, which was to:

- Outline the main challenges faced during the first year;
- Outline some key successes and any failures during the first year and any lessons learnt; and
- Set out the vision for the Portfolio through to 2019, and whether on target to meet that vision.

Councillor Robin Millar opened his verbal update by thanking the Committee for the invitation and then provided a number of examples, outlining challenges faced; successes and lessons learnt; and the vision through to 2019, such as:

- Councillors new way of working with locality budgets – (challenge)
- Evaluating outcomes – (challenge)
- Community Chest funding. £250,000 had been allocated to 16 projects – (key success)
- First Care had been commissioned to test the model being used for families and communities – (key success)
- Customer Services: 20,000 calls taken in June 2016 due to the Referendum; 142,000 calls taken last year; 87% of calls answered; 20,000 customer emails received; 52,000 face-to-face contacts; processed 38,000 online forms – (key success)
- Civica technology software to manage the customer services system. The functionality not as successful as led to believe – (least successful)
- Evaluating the Families and Communities Portfolio – (vision)
- Embedding families and communities into the way councillors and officers work – (vision)

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

In particular discussions were held on how the portfolio was integrating with outside services such as youth development and safeguarding work; the work of locality officers and recent staff turnover; and the need to evaluate what was being spent under the Families and Community Portfolio to better understand whether it was making a difference to communities and residents. In response to a particular question raised:

- 1) The Families and Communities Portfolio was influencing services beyond its control. It was a massive change in the way that councillors worked as they developed and became leaders in the wards they represented. It was a different way of working for local government.

The Committee suggested a future member development session should be held so members could share with others how they were using their locality budgets, which the Cabinet Member agreed to progress.

The Chairman thanked the Cabinet Member for the update on his portfolio.

There being no decision required, the Committee:

- 1) **Noted** the update provided by the Cabinet Member for Families and Communities; and
- 2) **Noted** that the Cabinet Member for Families and Communities would look at arranging a future member development session on role of members and how they were using their locality budgets.

155. **West Suffolk Housing Strategy: Update on Progress Against Action Points**

[Councillor Brian Harvey declared a non-pecuniary interest as Forest Heath District Council's representative on the Shareholder Advisory Group (Barley Homes)]

The Committee received Report No: OAS/FH/17/012, which asked Members to review progress made against the West Suffolk Housing Strategy 2015-2018.

The draft West Suffolk Housing Strategy was considered in detail at a joint Overview and Scrutiny meeting with St Edmundsbury Borough Council on 23 July 2014 and was approved by Forest Heath Council on 8 October 2014.

Attached at Appendix A to the report was a detailed update on progress as at the end of December 2016, against 40 objectives under the above headings. The remainder of the report summarised each of the headings, key achievements to date and work underway and highlighted challenges and external factors impacting on delivery.

Members considered the report in detail and asked questions of the Lead Cabinet Member for Housing, and the Service Manager (Strategic Housing) to which comprehensive responses were provided.

In particular discussions were held on building housing to lifetime standards; standards for space guidance; high density housing in rural areas; local lettings policies; the implications of housing on health, and the impact of universal credit.

In response to particular questions raised:

- 1) Universal credit: Landlords would no longer be paid directly, so tenants would now have to manage their own budgets. The Housing Options team and ARP would be implementing the new scheme before the full service was rolled out in Forest Heath in September 2018.

- 2) Member workshops would be arranged, in particular covering the welfare reform / universal credits.

The Committee agreed that it would be useful to continue having a Housing Strategy post 2018 when the current one ends, acknowledging that there was no legal requirement to have one.

It was then proposed by Councillor Brian Harvey, seconded by Councillor Reg Silvester, and with the vote being unanimous, it was

RESOLVED:

That the Committee:

- 1) **Noted** the progress made to date against the actions arising from the West Suffolk Housing Strategy 2015-2018;
- 2) **Noted** the challenges facing delivery of the West Suffolk Housing Strategy; and
- 3) **Noted** that a further report would be presented to the Committee in early 2018 in order to monitor delivery in 2017.

156. Review and Revision of the Constitution (Quarterly Report)

The Monitoring Officer provided a verbal update on revisions which had been made to the Constitution during the last quarter. These had mainly been changes made to the officer structure / amendments to job titles.

She explained that in the past the Committee received a report each quarter on minor changes which had been made, and was happy to carry on that process if the Committee found that to be useful, or the Committee might only wish to receive updates when substantial change were being made to the Constitution.

The Committee considered the proposal and felt that it would be helpful to only to receive updates on substantial changes being made to the Constitution.

There being no decision required, the Committee **noted** the verbal update and that in future the Committee would only receive updates on substantial changes made to the Constitution.

157. Directed Surveillance Authorised Applications (Quarter 4)

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

The Monitoring Officer advised that in Quarter 4, no such surveillance had been authorised. She then explained that these surveillance powers would mainly be used by the Anglia Revenues Partnership (ARP) for carrying out benefits checks.

The Committee felt that it would be useful to see how ARP were using the surveillance powers.

There being no decision required, the Committee **noted** that the Monitoring Officer would provide the Committee with an update at its July 2017 meeting on surveillance authorisations carried out by the Anglia Revenues Partnership (ARP).

The Meeting concluded at 8.05 pm

Signed by:

Chairman

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Overview and Scrutiny of Committee



Title of Report:	Work Programme Update and Re-Appointment to the Suffolk County Council Health Scrutiny Committee	
Report No:	OAS/FH/17/014	
Report to and dates:	Overview and Scrutiny Committee	6 June 2017
	Council (Appointments to SCC Health Scrutiny)	14 June 2017
Chairman of the Committee:	Simon Cole Chairman of the Overview and Scrutiny Committee Tel: 07974 443762 Email: simon.cole@forest-heath.gov.uk	
Lead officer:	Christine Brain Democratic Services Officer (Scrutiny) Tel: 01638 719729 Email: Christine.brain@westsuffolk.gov.uk	
Purpose of report:	1) To update the Committee on the current status of its rolling work programme of annual items for scrutiny during 2017-2018. 2) To ask the Committee to nominate one Member, and one Substitute Member to serve on the County's Health Scrutiny Committee.	
Recommendation:	Overview and Scrutiny Committee: 1) That, Members <u>note</u> the current status of the work programme and the annual items expected during 2017-2018. 2) To nominate one Member, and one Substitute Member to the Suffolk Health Scrutiny Committee for 2017-2018 for confirmation by full Council.	
Key Decision: (Check the appropriate box and delete all those that <u>do not</u> apply.)	<i>Is this a Key Decision and, if so, under which definition?</i> Yes, it is a Key Decision - <input type="checkbox"/> No, it is not a Key Decision - <input checked="" type="checkbox"/>	
Documents attached:	Appendix 1 – Current Work Programme	

1. Key issues and reasons for recommendations

1.1 Rolling Work Programme

- 1.1.1 The Committee has a rolling work programme, whereby suggestions for scrutiny reviews are brought to each meeting, and if accepted, are timetabled to report to a future meeting.
- 1.1.2 The work programme also leaves space for Call-ins and Councillor Calls for Action. The current position of the work programme and Task and Finish Groups for the 2017-2018 is attached at **Appendix 1** for information.

1.2 Suffolk County Council Health Scrutiny Committee

- 1.2.1 The Committee is asked to nominate on an annual basis one Member, and one Substitute Member to serve on the County's Health Scrutiny Committee.
- 1.2.2 The Members should ideally be from the District Council's Overview and Scrutiny Committee, although this is not essential as the necessary training will be given by County.
- 1.2.3 The current members on this joint body are:
 - Councillor Christine Mason as the nominated representative; and
 - Councillor John Bloodworth as the nominated substitute.
- 1.2.4 The above nominations will need to be confirmed by Full Council on 14 June 2017.

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

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

Description	Lead Member	Details
20 July 2017		
Annual Portfolio Holder Presentation	Housing	The Portfolio Holder has been invited to provide an update on their portfolio and to answer questions from the Committee.
Issues and Options Paper – Member Development	Portfolio Holder for Resources & Performance Joint Member Development Group	To scrutinise issues and options in improving member attendance at member developing / training events.
Directed Surveillance (Quarter 1)	Portfolio Holder for Resources & Performance	To scrutinise the authority's use of its surveillance powers on a quarterly basis, including ARP.
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.
14 September 2017		
Annual Portfolio Holder Presentation	To be confirmed	The Portfolio Holder has been invited to provide an update on their portfolio and to answer questions from the Committee.
Overarching Strategy for Facilitating Growth and Investment	Portfolio Holder for Planning and Growth / Portfolio Holder for Resources & Performance	To consider the development of an overarching strategy for the councils' assets and investments.
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
9 November 2017		
Annual Portfolio Holder Presentation	To be confirmed	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 scrutinise a West Suffolk Information Strategy, which has been jointly produced with St Edmundsbury Borough Council.
Car Parking	Portfolio Holder for Operations	To receive an annual report on car parking in Forest Heath.
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.
11 January 2018		
Annual Portfolio Holder Presentation	To be confirmed	The Portfolio Holder has been invited to provide an update on their portfolio and to answer questions from the Committee.
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.
8 March 2018		
Annual Portfolio Holder Presentation	To be confirmed	The Portfolio Holder has been invited to provide an update on their portfolio and to answer questions from the Committee.
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.
19 April 2018		
Annual Portfolio Holder Presentation	To be confirmed	The Portfolio Holder has been invited to provide an update on their portfolio and to answer questions from the Committee.
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.

Description	Lead Member	Details
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.

Future items identified to be programmed:

1. Workspace/Incubation Space in Newmarket: Work Programme Suggestion from 18 December 2014)

Current position of Overview and Scrutiny Task and Finish Groups

	Title	Purpose	Start date	Members appointed	Estimated End date
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"> - a set of underlying data sharing principles; - seeking to define how we use information currently; - how we should be using information in the future; - how this can deliver key outcomes to both our staff, - our operations and our customers/consumers ; and - describing where technology can help facilitate this. 	April 2017	<p><u>Forest Heath</u> Cllr Brian Harvey Cllr Simon Cole</p> <p><u>St Edmundsbury</u> Cllr Clive Springett Cllr John Burns Cllr Diane Hind (Sub)</p>	November 2017

Overview and Scrutiny Committee



Forest Heath
District Council

Title of Report:	Decisions Plan: June 2017 to May 2018	
Report No:	OAS/FH/17/015	
Report to and date:	Overview and Scrutiny Committee	6 June 2017
Portfolio Holder:	James Waters Leader of the Council Tel: 01638 719324 Email: james.waters@forest-heath.gov.uk	
Lead Officer:	Christine Brain Democratic Services Officer (Scrutiny) Tel: 01638 719729 Email: Christine.brain@westsuffolk.gov.uk	
Purpose of report:	Attached as Appendix 1 is the Decisions Plan to be considered by Cabinet for the period 1 June 2017 to 31 May 2018. Items which have been added since the Decisions Plan was last published are shaded for Members convenience. Members are asked to note that the Performance and Audit Scrutiny Committee, in most instances will receive reports on Audit and Governance related items published in the Decisions Plan.	
Recommendation:	Members are invited to peruse the Decisions Plan for items on which they would like further information on, or which they feel might benefit from the Committee's involvement by completing the Member Work Programme Suggestion Form attached as Appendix 2.	
Documents attached:	Appendix 1 – Decisions Plan: June 2017 to May 2018 Appendix 2 – Member Suggestion Form	

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Forest Heath District Council

Appendix 1

Decisions Plan

Key Decisions and other executive decisions to be considered

Date: 1 June 2017 to 31 May 2018

Publication Date: 19 May 2017

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

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

Members of the public may wish to:

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

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

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

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

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

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

Expected Decision Date	Subject and Purpose of Decision	Reason for taking item in private (see Note 1 for relevant exempt paragraphs)	Decision (D), Key Decision (KD) or Rec (R) to Council on date (see Note 2 for Key Decision definitions)	Decision Taker (see Note 3 for membership)	Portfolio Holder Contact Details	Lead Officer Contact Details	Wards Affected	Documents to be submitted
20/06/17 NEW ITEM	Modern Slavery and Human Trafficking Statement The Cabinet will be asked to endorse and approve the Modern Slavery and Human Trafficking Statement.	Not applicable	(D)	Cabinet	James Waters Leader of the Council 07771 621038	Karen Points Assistant Director (HR, Legal and Democratic Services) 01284 757015	All Wards	Report to Cabinet
12/09/17 (deferred from 20/06/17)	Leisure Investment Fund: Consideration of Business Case for Investment The Cabinet will be asked to consider a detailed proposal for investment in the Council owned leisure facilities at Newmarket Leisure Centre and at Brandon Leisure Centre, to deliver a revenue saving to the Council and enhanced user experience.	Exempt Appendix: Paragraph 3	(KD)	Cabinet	Andy Drummond Leisure and Culture 01638 666888	Jill Korwin Director 01284 757252	All Saints; Severals; St Mary's and Brandon East; Brandon West	Report to Cabinet
12/09/17	Revenues Collection and Performance Write-Offs The Cabinet will be asked to consider writing-off outstanding debts detailed in the exempt Appendices.	Paragraphs 1 and 2	(KD)	Forest Heath Cabinet	Stephen Edwards Resources and Performance 07904 389982	Rachael Mann Assistant Director (Resources and Performance) 01638 719245	All Wards	Report to Cabinet, with exempt Appendices

Expected Decision Date	Subject and Purpose of Decision	Reason for taking item in private (see Note 1 for relevant exempt paragraphs)	Decision (D), Key Decision (KD) or Rec (R) to Council on date (see Note 2 for Key Decision definitions)	Decision Taker (see Note 3 for membership)	Portfolio Holder Contact Details	Lead Officer Contact Details	Wards Affected	Documents to be submitted
24/10/17	West Suffolk Local Code of Corporate Governance The Cabinet will be asked to consider the recommendations of the Performance and Audit Scrutiny Committee in respect of seeking approval for the West Suffolk Local Code of Corporate Governance. This has been jointly produced with St Edmundsbury Borough Council and will be subject to approval of full Council.	Not applicable	(R) - Council 20/12/17	Cabinet/ Council	Stephen Edwards Resources and Performance 07904 389982	Rachael Mann Assistant Director (Resources and Performance) 01638 719245	All Wards	Recommendations of the Performance and Audit Scrutiny Committee to Cabinet and Council
24/10/17	Delivering a Sustainable Budget 2018/2019 The Cabinet will be asked to consider recommendations of the Performance and Audit Scrutiny Committee for recommending to Council on proposals for achieving a sustainable budget in 2018/2019.	Not applicable	(R) - Council 20/12/17	Cabinet/ Council	Stephen Edwards Resources and Performance 07904 389982	Rachael Mann Assistant Director (Resources and Performance) 01638 719245	All Wards	Recommendations of the Performance and Audit Scrutiny Committee to Cabinet and Council

Expected Decision Date	Subject and Purpose of Decision	Reason for taking item in private (see Note 1 for relevant exempt paragraphs)	Decision (D), Key Decision (KD) or Rec (R) to Council on date (see Note 2 for Key Decision definitions)	Decision Taker (see Note 3 for membership)	Portfolio Holder Contact Details	Lead Officer Contact Details	Wards Affected	Documents to be submitted
14/11/17	Overarching Strategy for Facilitating Growth and Investment The Cabinet will be asked to recommend to Council, approval of an overarching strategy for the facilitation of growth and investment by the West Suffolk Councils. This will be considered at a joint meeting with St Edmundsbury Borough Council's Cabinet and will also have been subject to scrutiny by both Councils' Overview and Scrutiny Committees.	Not applicable	(R) - Council 20/12/17	Cabinet/ Council	Lance Stanbury Planning and Growth 07970 947704 Stephen Edwards Resources and Performance 07904 389982	Julie Baird Assistant Director (Growth) 01284 757613 Rachael Mann Assistant Director (Resources and Performance) 01638 719245	All Wards	Report to Cabinet, with recommendations to Council
12/12/17 <i>(deferred from 16/05/17)</i>	West Suffolk Information Strategy The Cabinet will be asked to consider the recommendations of the Overview and Scrutiny Committee and recommend to full Council, approval of a West Suffolk Information Strategy, which had been jointly produced with SEBC.	Not applicable	(D)	Cabinet	Stephen Edwards Resources and Performance 07904 389982	Rachael Mann Assistant Director (Resources and Performance) 01638 719245 Kevin Taylor Service Manager (ICT) 01284 757230	All Wards	Recommendations of the Overview and Scrutiny Committee to Cabinet and Council

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

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

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

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

NOTE 1: DEFINITIONS OF EXEMPT INFORMATION: RELEVANT PARAGRAPHS

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

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

PART 1

DESCRIPTIONS OF EXEMPT INFORMATION: ENGLAND

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

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

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

NOTE 2: KEY DECISION DEFINITIONS

Key decisions are:

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

NOTE 3: MEMBERSHIP OF BODIES MAKING KEY DECISIONS

(a) Membership of the Cabinet and their Portfolios:

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

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

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

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

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

Suggestion from:

--

What would you like to suggest for investigation / review?

.....
.....
.....
.....
.....
.....
.....

Please continue on a separate sheet if necessary

What are the main issues / concerns to be considered?

.....
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.....
.....
.....
.....
.....

Please continue on a separate sheet if necessary

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

.....
.....
.....

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

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

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

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

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

Please return this form to the:

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

Email: Christine.brain@westsuffolk.gov.uk

Updated: July 2013

Updated: June 2014 (Revised West Suffolk Strategic Priorities)

Updated: March 2015 (Amended as a Joint Form)

Overview and Scrutiny Committee



Forest Heath
District Council

Title of Report:	Draft West Suffolk Annual Report 2016/17	
Report No:	OAS/FH/17/016	
Report to and dates:	Overview and Scrutiny Committee	6 June 2017
	Cabinet	20 June 2017
Portfolio holder:	James Waters Leader of the Council, Forest Heath District Council Tel: 07771 621038 Email: james.waters@forest-heath.gov.uk	
Lead officer:	Davina Howes Assistant Director (Families and Communities) Tel: 01284 757070 Email: davina.howes@westsuffolk.gov.uk	
Purpose of report:	The draft West Suffolk Annual Report highlights the key activities and developments that have been achieved over the financial year 2016/17, with regard to the priorities set out in the West Suffolk Strategic Plan.	
Recommendation:	Overview and Scrutiny Committee: It is <u>RECOMMENDED</u> that, the Overview and Scrutiny Committee: (1) Considers the draft West Suffolk Annual Report; and (2) Makes any amendments and recommends the draft West Suffolk Annual Report to Cabinet.	

Key Decision: <i>(Check the appropriate box and delete all those that do not apply.)</i>		<i>Is this a Key Decision and, if so, under which definition?</i> Yes, it is a Key Decision - <input type="checkbox"/> No, it is not a Key Decision - <input checked="" type="checkbox"/>	
Consultation:		The draft Annual Report summarises progress in achieving the priorities set out in the West Suffolk Strategic Plan which was informed by feedback from residents, business and stakeholders.	
Alternative option(s):		It is good practice for councils to report on progress against their priorities in this way and ensures transparency on how they spend public money. Forest Heath and St Edmundsbury could report separately on their work to achieve their priorities. However, this would not reflect some of the excellent work which has been delivered jointly across the whole of West Suffolk. Also, it would not show the continued joint working between Forest Heath and St Edmundsbury.	
Implications:			
Are there any financial implications? If yes, please give details		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> •	
Are there any staffing implications? If yes, please give details		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> •	
Are there any ICT implications? If yes, please give details		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> •	
Are there any legal and/or policy implications? If yes, please give details		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> •	
Are there any equality implications? If yes, please give details		Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> The Annual Report covers evidence to support the achievement of the equality objectives from the Strategic Plan.	
Risk/opportunity assessment:		None	
Risk area	Inherent level of risk (before controls)	Controls	Residual risk (after controls)
Misunderstanding of the role of the report (i.e. it can only give highlights of W Suffolk's activities, not every action taken).	very low	Develop a communications plan to clearly explain the role of the report	Negligible
Ward(s) affected:		All wards	
Background papers:		West Suffolk Strategic Plan	
Documents attached:		Appendix A: Draft Annual Report 2016/17	

1. Key issues and reasons for recommendation(s)

1.1 Draft West Suffolk Annual Report 2016/17

- 1.1.1 The draft West Suffolk Annual Report highlights the key activities and developments that have been achieved over the financial year 2016/17, with regard to the priorities set out in the West Suffolk Strategic Plan.
- 1.1.2 We are taking a slightly different approach to this year's annual report and have agreed that we should review the format of the report and take a more modern approach that is less resource intensive. Rather than the traditional type-set document, a webpage is being created on which we will present information about the councils' performance in different formats – the Draft Annual Report 2016/17 (presented as a table of key achievements) and case studies. Our hope is that the new format is more engaging and will provide the opportunity to provide updates on our achievements throughout the year. Once approved, the link to the annual report will be shared with partners and stakeholders such as parish councils.
- 1.1.3 The draft report also contains a number of case studies and examples from West Suffolk to illustrate the achievements described. These have been carefully drawn from a range of localities, urban vs rural locations, and service areas, in order to demonstrate the range of activities undertaken by the councils. In some cases, initiatives were only focused on one specific area, however, so examples are necessarily drawn from these localities.

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Appendix A



Draft West Suffolk Annual Report 2016/17

Foreword from the Leaders

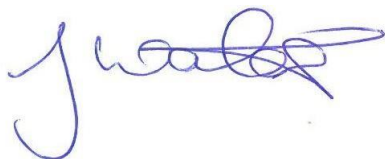
We have a real success story contained in the pages of this annual report. The words on these pages represent real deeds and achievements that directly benefit not only current residents but our future communities and businesses.

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

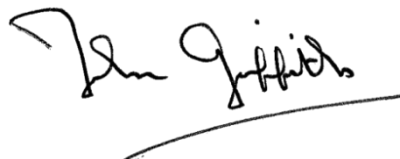
But we and our communities have challenges ahead that we must face. We now need to build on these successes and that of sharing services. They give us a golden opportunity to use this stability to look at the next step of our relationship together going forward to reach our ambitions and meet the challenges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

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

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



Councillor James Waters
Leader



Councillor John Griffiths
Leader

Introduction

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

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

www.westsuffolk.gov.uk

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

www.westsuffolk.gov.uk/strategicplan

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

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

Priority 1 – Increased opportunities for economic growth

What we want to see:

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

Why was this a priority for 2016/17?

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

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

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

Creating the right conditions for growth

Setting the framework for future growth

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

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

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

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

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

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

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

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

	<p>people's market. Special events were also organised as part of the Mildenhall Christmas market.</p> <ul style="list-style-type: none"> • Further highlights from this year can be found in the attached case study. • We are also working with a group of businesses and individuals in Clare who have asked St Edmundsbury to consider the possibility of reinstating the town market. The market closed back in the 1990s. A drop-in event was held in the town to ask residents and businesses leaders for their views. We will update you as this initiative progresses.
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Creating prosperous places to live in, work in and visit	
Bury St Edmunds Town Centre Masterplan	<ul style="list-style-type: none"> • We want to ensure that Bury St Edmunds town centre remains a vibrant and interesting place for residents, employees and visitors. In this year, we have begun the process of creating a masterplan for the area in order to address this challenge. The aim of the masterplan is to attract investment, set the guidelines for the future growth and development of Bury St Edmunds town centre and to provide a framework against which individual development proposals can be assessed when they come forward. The masterplan is also about recognising that growth in Bury St Edmunds and the wider area is happening and the need to look at how we accommodate that, as well as changes in technology and changes in shopping patterns. • With Peter Brett Associates and David Lock Associates, we are exploring how the masterplan can address a number of town centre issues such as traffic management (including parking), heritage conservation and accessibility for all users. • This work is being led by a working group of partners including the Business Improvement District, Suffolk Chamber of Commerce in Bury St Edmunds, Bury market traders, the Bury Society, the Bury Town Trust, Bury Town Council, St Edmundsbury Borough Council and Suffolk County Council. • We recognise that co-producing the masterplan with our partners, local people and visitors will help to ensure that we can best shape town centre growth so that it works for people. • Public engagement on an issues and options report during the spring gave residents, town centre workers, shoppers and visitors the opportunity to give their views on the challenges and opportunities for the town centre both now and as we look to the next decade and beyond. • We are now collating the results of this engagement exercise and preparing a draft masterplan which will go back out to public consultation in the summer.
Haverhill Masterplan	<ul style="list-style-type: none"> • Working with the ONE Haverhill partnership, St Edmundsbury developed a masterplan for Haverhill town centre which was adopted in September 2015.

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

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

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

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

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

We want to see:

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

Why was this a priority for 2016/17?

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

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

Making connections in the community

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

Social Prescribing

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

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

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

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

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

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

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

Parks and green spaces

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

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

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

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

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

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

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

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

We want to see:

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

Why was this a priority for 2016/17?

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

This section covers our activities under the headings:

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

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

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

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

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

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

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

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

Ways of working

Why was this important to us in 2016/17?

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

This section covers our activities under the headings:

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

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

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

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

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

Developing the public sector estate in West Suffolk

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

	transformation.
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Developing the way we work

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

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

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

Developing our people	
Supporting our staff through training	<p>In the section on priority 1 (increased opportunities for economic growth), we talked about the success of our apprenticeship scheme across West Suffolk councils. We are committed to the development of our workforce and the learning of new skills, behaviours and competencies. The ways in which we have supported our staff in this year, are set out below:</p> <ul style="list-style-type: none"> • Corporate training: in April 2016 we launched the MiHR Self-service career and development module. MiHR is the online package we use to help staff manage the training requirements, career progression and personal information. Access to the career and development module encourages individuals to build their own personal learning plans. Staff can book themselves on training as required, update their learning records and review their development requirements for the future. Since introducing this module the number of training places being taken has increased. We have 629 staff and during this year there has been a total of 923 attendances of 117 corporate training sessions held throughout the organisation. • Collaborative working with the other councils across Suffolk has continued. The 21st century manager programme has been very successful and offered access to classroom and on-line training for those new to management roles and the opportunity to network with managers across the county. Collaborative working is illustrated by the fact that the councils' Families and

	<p>Communities team includes Suffolk County Council staff and that both organisations had a flexible and open-minded approach to recruitment and management of staff. Other agencies are interested in joining this team which focusses on working for and with a locality and a community, regardless of the employing authority.</p> <ul style="list-style-type: none"> • Linked to the publication of the mental health wellbeing policy, MIND was commissioned to deliver a series of training events for individual staff and a series for managers entitled "Emotional wellbeing – a managers toolkit" (see further information below). To date, 103 staff and managers have accessed this programme. • Professional development: We have had 32 individuals work towards accredited professional qualifications in specialist subject areas. The West Suffolk talent management programme offers access to professional qualifications ranging from Masters degrees and Foundation degrees to Institute of Leadership and Management at level three and five. • This is just part of the continuous professional development offer which runs throughout all the service areas. It is supported with time and resources available to those who take the opportunity to develop themselves.
<p>Improving wellbeing and health - introduced mental health at work policy and working with Suffolk and Norfolk Mind – healthier communities:</p>	<ul style="list-style-type: none"> • Four new people policies were introduced in September 2016 in order to support our staff: Mentoring, Mediation, The Workplace Wellbeing Strategy and Mental Health at Work. West Suffolk councils have made a commitment to the Suffolk Workplace Wellbeing Charter which focuses on an organisation's commitment to the wellbeing of staff. To deliver this we are working with our partners: Suffolk County Council, East of England Local Government Association, occupational health providers, neighbouring local authorities, hospitals including Ipswich and Addenbrooke's and the Clinical Commissioning Group. • One of the key areas of commitment is mental health. To deliver this commitment we are working closely with both Suffolk and Norfolk MIND to support staff and managers alongside a number of national initiatives such as Mental Health at Work week and Mental Health at Work Day. • The wellbeing of our staff can impact on our communities not only through the roles our staff do but also through their families and wider community links.

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

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

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

Community Chest funding

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

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

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

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

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

Case study: Markets

1) Christmas Fayre

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

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

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

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

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



2) Supporting our markets

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

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

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

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

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

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

3) Developing our markets

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

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

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

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

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Case study: Eat Out Eat Well Awards

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

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

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

A current list of successful businesses can be found at:

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



Forest Heath & St Edmundsbury councils

West Suffolk
working together

Case study: Social Prescribing Pilot, Haverhill

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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Case study: Newmarket Road

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

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

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

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

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

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

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Case Study: Transformation Challenge Award (TCA)

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

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

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

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

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

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

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

Case study: Toggam Solar Farm

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

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

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

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

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



Forest Heath & St Edmundsbury councils

West Suffolk
working together

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Case Study: Legal shared service – working in partnership

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

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

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

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

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

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Overview and Scrutiny Committee



Forest Heath
District Council

Title of Report:	Annual Presentation by the Leader of the Council	
Report No:	OAS/FH/17/017	
Report to and date:	Overview and Scrutiny Committee	6 June 2017
Portfolio Holder:	James Waters Leader of the Council Tel: 07771 621038 Email: james.waters@forest-heath.gov.uk	
Lead officer:	Christine Brain Democratic Services Officer (Scrutiny) Tel: 01638 719729 Email: Christine.brain@westsuffolk.gov.uk	
Purpose of report:	<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>	
Recommendation:	Members of the Committee are asked to question the Leader of the Council on his portfolio responsibilities as Leader.	
Key Decision: <i>(Check the appropriate box and delete all those that do not apply.)</i>	<i>Is this a Key Decision and, if so, under which definition?</i> Yes, it is a Key Decision - <input type="checkbox"/> No, it is not a Key Decision - <input checked="" type="checkbox"/>	

Consultation:	• N/A		
Alternative option(s):	• N/A		
Implications:			
Are there any financial implications? <i>If yes, please give details</i>		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> •	
Are there any staffing implications? <i>If yes, please give details</i>		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> •	
Are there any ICT implications? <i>If yes, please give details</i>		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> •	
Are there any legal and/or policy implications? <i>If yes, please give details</i>		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> •	
Are there any equality implications? <i>If yes, please give details</i>		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> •	
Risk/opportunity assessment:		<i>(potential hazards or opportunities affecting corporate, service or project objectives)</i>	
Risk area	Inherent level of risk (before controls)	Controls	Residual risk (after controls)
	Low/Medium/ High*		Low/Medium/ High*
None			
Wards affected:		All	
Background papers: <i>(all background papers are to be published on the website and a link included)</i>		None	
Documents attached:		None	

1. Key issues and reasons for recommendation

1.1 Background

- 1.1.1 As part of its "Challenge" role, the Overview and Scrutiny Committee is asked to consider the roles and responsibilities of Cabinet Members.
- 1.1.2 To carry out this constitutional requirement, at every ordinary Overview and Scrutiny meeting at least one Cabinet Member shall be invited to give an account of his or her portfolio and to answer questions from the Committee.
- 1.1.3 On 9 June 2016, the Committee received a presentation from the Leader of the Council, Councillor James Waters, summarising the following responsibilities covered under his portfolio as Leader of the Council:
 - Leadership and strategic direction of the Council
 - External relations and communications
 - Strategic economic development
 - East Anglia devolution deal

1.2 Progress Update

- 1.2.1 At this meeting, the Leader of the Council has been invited back to provide a follow-up update on his portfolio.

The presentation by the Leader of the Council will be focusing on the following by:

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

1.3 Proposals

- 1.3.1 That the Overview and Scrutiny Committee ask questions of the Leader of the Council, following his update.

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