

Overview and Scrutiny Committee



Forest Heath
District Council

Title:	Agenda									
Date:	Thursday 9 November 2017									
Time:	6.00 pm									
Venue:	Council Chamber District Offices College Heath Road Mildenhall									
Full Members:	<p style="text-align: center;">Chairman Simon Cole</p> <p style="text-align: center;">Vice Chairman Ruth Bowman J.P.</p> <p><u>Conservative Members (8)</u></p> <table style="width: 100%; border: none;"> <tr> <td style="width: 33%;">Chris Barker</td> <td style="width: 33%;">Simon Cole</td> </tr> <tr> <td>John Bloodworth</td> <td>Brian Harvey</td> </tr> <tr> <td>Ruth Bowman</td> <td>Christine Mason</td> </tr> <tr> <td>Rona Burt</td> <td>Nigel Roman</td> </tr> </table> <p><u>West Suffolk Independent Members (1)</u></p> <table style="width: 100%; border: none;"> <tr> <td style="width: 33%;">David Palmer</td> </tr> </table> <p><u>UKIP Member (1)</u> Reg Silvester</p>	Chris Barker	Simon Cole	John Bloodworth	Brian Harvey	Ruth Bowman	Christine Mason	Rona Burt	Nigel Roman	David Palmer
Chris Barker	Simon Cole									
John Bloodworth	Brian Harvey									
Ruth Bowman	Christine Mason									
Rona Burt	Nigel Roman									
David Palmer										
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** **1 - 6**

To confirm the minutes of the meeting held on 14 September 2017 (copy attached).
- 4. Request for an apology from Councillor Silvester**

Following comments made at the Council meeting of 26 July 2017, and a subsequent complaint being made, it has been determined that Councillor Silvester has breached the Code of Conduct and is being requested to apologise at the next available meetings of both the Overview and Scrutiny Committee and Council.
- 5. 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.
- 6. Announcements from the Chairman regarding responses of the Cabinet to reports of the Overview and Scrutiny Committee**
- 7. Draft West Suffolk Strategic Framework** **7 - 32**

Report No: **OAS/FH/17/023**
- 8. West Suffolk Growth Outcomes and Investment** **33 - 36**

Report No: **OAS/FH/17/024**

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9. Annual Presentation by the Cabinet Member for Operations Report No: OAS/FH/17/025	37 - 42
10. Decisions Plan: November 2017 to May 2018 Report No: OAS/FH/17/026	43 - 64
11. Work Programme Update and Suggestion for Scrutiny Report No: OAS/FH/17/027	65 - 74

Part 2 – Exempt

NONE

Overview and Scrutiny Committee



Forest Heath
District Council

Minutes of a meeting of the **Overview and Scrutiny Committee** held on **Thursday 14 September 2017** at **6.00 pm** in the **Council Chamber, District Offices, College Heath Road, Mildenhall IP28 7EY**

Present: **Councillors**

Chairman Simon Cole
Vice Chairman Ruth Bowman J.P.

John Bloodworth
Rona Burt
Brian Harvey
Christine Mason

David Palmer
Nigel Roman
Reg Silvester

177. **Substitutes**

There were no substitutes declared.

178. **Apologies for Absence**

Apologies for absence were received from Councillor Chris Barker.

179. **Minutes**

The minutes of the meeting held on 20 July 2017, were confirmed as an accurate record and signed by the Chairman.

180. **Public Participation**

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

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

The Chairman attended Cabinet on 12 September 2017, and presented the Committee's report on items it considered on 20 July 2017, which was noted. The next Cabinet meeting was scheduled for Tuesday 24 October 2017, at 6pm.

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

The Committee was reminded that on 15 September 2016, it had received a presentation from the Cabinet Member for Planning and Growth, setting out his responsibilities covered under his portfolio.

At this meeting, the Cabinet Member had been invited back to provide his annual update. Report No: OAS/FH/17/021 set out the focus on the update, which was to:

- Outline the main challenges faced over the last year;
- Outline some key success and any failures over the last 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 Lance Stanbury opened his presentation by thanking the Committee for the invitation to address the Committee on progress made within his Portfolio since September 2016.

Firstly, the Cabinet Member introduced two new Assistant Directors; Julie Baird for Growth, and David Collinson for Planning and Regulatory Services. Both Assistant Directors were working closely in delivering the portfolio's wide-ranging remit. However, on a higher strategic level, the portfolio aimed to achieve the following:

- Creating a safer, healthier and more harmonious environment in which to work and live, through regulation;
- Using powers to create the conditions for sustainable economic growth for our region, including housing and business growth;
- Lobbying for better transport links for West Suffolk;
- Supporting our market towns, and capitalising upon key sectors;
- Using the councils investment strategy to benefit citizens through business creation to sustainable energy generation to subsidise other services;
- Promoting the region through partnership working in film, leisure and business;
- Working the LEPs and other authorities to ensure that West Suffolk received its rightful share of growth and infrastructure; and
- Developing skills and increasing employment opportunities for all.

He then explained that the Council was now seeing progress in its journey of moving towards thinking and working strategically and not just in geographical or planning terms but in how it could go beyond the boundaries of its statutory responsibilities to lever investment and the right infrastructure, job opportunities as well as growth and housing that was more than bricks and mortar but helped wellbeing and supported communities and partners. For example, the Mildenhall Hub was a public and charitable sector partnership, joining health with leisure, education with library facilities and a space for the community all in one place.

The Cabinet Member then provided some examples of what the departments under his portfolio had been involved in over the past year and looking ahead at the challenges and opportunities in the coming months:

Strategic Plan

Work had begun on developing the Strategic direction for Growth, which was being shaped under the Strategic Plan work over the forthcoming months. This would help the Council to clearly define its Growth priorities and align its resources in promoting what it was good at to attract the right businesses, infrastructure and investments to support communities. Making sure the council protected its rural areas, whilst planning for the future and the much needed homes we need.

Communications Strategy

A Communications Strategy would underpin the council's strategic direction for Growth, helping to attract further collaborations, market investment and other funding.

West Suffolk Local Plan

The Council was committed to commencing a West Suffolk Local Plan early in 2018, and would accord with the emerging guidance set out in the Governments White Paper.

Minimum Space Standards

A technical advice note had been drafted, and officers were currently looking outside the administrative boundaries to identify what standards neighbouring local authorities were achieving on sites. The technical advice note was expected to make its way through the democratic reporting process in November 2017.

Government's Proposals on Withdrawing Diesel/Petrol Vehicles

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

RAF Mildenhall

There had been considerable progress made with partnership working with the Defence Infrastructure Organisation. The Council had signed a statement of common ground for the local plan examination, which was due to start in a couple of weeks.

A11 (Cambridge to Norwich) Tech Corridor

The Council was playing a central role in the establishment of this brand.

Infrastructure

The Council was working with Suffolk County Council, as well as neighbouring authorities, including the Cambridgeshire and Peterborough Combined Authority in progressing work on the vital improvements needed for roads such as the A14; A11; A47 and A1307 as well as rail enhancements.

Apprentices

The Council had successfully completed its first year of intake of planning apprentices. West Suffolk had three apprentices as part of the Suffolk Countywide Cohort of 10.

Building Control

The new Building Control Team was now settled and was maintaining the market share following increased competition from private providers. They were working to capacity and looking to growth business, where possible.

Hatchfield Farm

Since the appeal had been rejected, the Council was awaiting the reconsideration by the Secretary of State. The Cabinet Member felt that the decisions made by the council throughout this application had been vindicated.

The Cabinet Member concluded his presentation by stating that he was determined that the council used its powers and its influence to positively change the district for the better. That the council would continue to develop its Local Plan, not just as a rule book for development, but as a proactive tool that created an environment that would positively promote good growth. He was also determined that the council punched above its weight; to create a West Suffolk brand through its Communications Strategy that would attract business investment and new people to the area, as well as improving West Suffolk for its existing residents.

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

In response to particular questions raised, members were advised that:

- Hatchfield Farm: The Cabinet Member echoed the Committees disappointment that no decision had been reached. However, Members should take comfort in that the Council had done everything right.
- Single Council: A number of options had been discussed regarding the possible make-up of Development Control within a Single Council. The Cabinet Member stated that he was attracted to maintaining the two Development Control Committees and operating from one Local Plan.

- Apprentices: The Councils Apprenticeship Programme had attracted some planning apprentices and had it also taken advantage of the Governments apprenticeship levy (funding). The Council was committed to the concept of "growing its own staff" into a career path. The council had won awards for its apprenticeship programmes and had gained an exceptional reputation across West Suffolk.
- Tech Corridor: The tech corridor was a concept/marketing tool to bring together existing sites along the A14, as well as promoting a brand, which was in the early stages. The Council was looking at how it promoted what's good in West Suffolk, and officers were also travelling around to Cambridge businesses to find out what they needed with regards to expanding their businesses outside of Cambridge along the A14 corridor.

The Committee also discussed the quality of industrial units; RAF Mildenhall and having the correct infrastructure in place as and when it closed; re-examining commercial land and the need for more industrial areas and the timescale for developing the new West Suffolk Local Plan.

Finally, the Committee discussed commercial advertising and commented that the Council did not advertise in local papers, and felt that this was a missed opportunity. The Cabinet Member agreed with officers to looking into this further.

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

Councillor Rona Burt moved the recommendation, this was duly seconded by Councillor Nigel Roman and with the vote being unanimous, it was:

RECOMMENDED:

That the Cabinet Member for Planning and Growth be asked to look into all aspects of commercial advertising across West Suffolk, including local newspapers.

183. Work Programme Update

The Committee received Report No: OAS/FH/17/022, which updated Members on the current status of its rolling work programme of items for scrutiny during 2017-2018 (Appendix 1).

The report also requested that Members identify questions they would like the Portfolio Holder for Operations to cover in his annual update to the Committee on 9 November 2017.

The Committee considered the report and came up with the following questions to be put to the Portfolio Holder for Operations at its November meeting:

- Newmarket Market: Update on the re-development of the market.

- Civil Parking Enforcement: Progress update.
- West Suffolk Operational Hub: What have the implications been in the projects delay, and what are the high risk areas?

Finally, the Democratic Services Officer (Scrutiny) informed members that St Edmundsbury's Overview and Scrutiny Committee had arranged an Extraordinary Committee meeting for Wednesday 25 October 2017 at 4pm when the Suffolk County Council Cabinet Member for Highways and Transports would be attending to discuss how communication could be improved between the various tiers of local government for the benefit of all residents and Councillors in West Suffolk, and the New Suffolk Highways Structure. The Chairman of St Edmundsbury's Overview and Scrutiny Committee, Councillor Diane Hind, therefore wished to extend the invitation to members of Forest Heath's Overview and Scrutiny Committee to attend as observers.

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

The Meeting concluded at 7.15 pm

Signed by:

Chairman

Overview and Scrutiny Committee



Forest Heath
District Council

Title of Report:	Draft West Suffolk Strategic Framework	
Report No:	OAs/SE/17/023	
Report to and date/s:	Overview and Scrutiny Committee	9 November 2017
	Cabinet	12 December 2017
	Council	20 December 2017
Portfolio holder:	Councillor James Waters Leader of the Council Tel: 07771621038 Email: james.waters@forest-heath.gov.uk	
Lead officer:	Ian Gallin Chief Executive Tel: 01284 757001 Email: ian.gallin@westsuffolk.gov.uk	
Purpose of report:	To provide input into the development of the draft Strategic Framework.	
Recommendation:	Overview and Scrutiny Committee: Subject to the approval of Cabinet and Council the Draft West Suffolk Strategic Framework 2018-2020 be adopted.	
Key Decision: (Check the appropriate box and delete all those that <u>do not</u> apply.)	Is this a Key Decision and, if so, under which definition? Yes, it is a Key Decision - <input type="checkbox"/> No, it is not a Key Decision - <input checked="" type="checkbox"/>	

Consultation:	<ul style="list-style-type: none"> • Discussion by Overview and Scrutiny Committee provides an important input into the draft document as a whole. The more detailed proposals contained in the document have arisen as a result of ongoing engagement by councillors and officers with a wide range of stakeholders, for example, business, residents, communities and voluntary groups. This engagement includes formal consultations, surveys and monitoring of feedback, as well as more informal dialogue.
Alternative option(s):	<ul style="list-style-type: none"> • It is not compulsory for councils to have strategic planning documents in place. However, this can result in a lack of strategic direction and agreement on the vision and purpose of the organisation, or the outcomes that councillors and staff are working towards.
Implications:	
<p>Are there any financial implications? If yes, please give details</p>	<p>Yes <input checked="" type="checkbox"/> No <input type="checkbox"/></p> <ul style="list-style-type: none"> • The draft strategic framework document is aligned with the Medium Term Financial Strategy and budget setting process for 2018-19.
<p>Are there any staffing implications? If yes, please give details</p>	<p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <ul style="list-style-type: none"> •
<p>Are there any ICT implications? If yes, please give details</p>	<p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <ul style="list-style-type: none"> •
<p>Are there any legal and/or policy implications? If yes, please give details</p>	<p>Yes <input checked="" type="checkbox"/> No <input type="checkbox"/></p> <ul style="list-style-type: none"> • The draft document will set the framework within which future West Suffolk policies are set.
<p>Are there any equality implications? If yes, please give details</p>	<p>Yes <input checked="" type="checkbox"/> No <input type="checkbox"/></p> <ul style="list-style-type: none"> • The draft document includes a number of priorities where a particular emphasis is placed on meeting the needs of different groups (p7 of draft document). • Where appropriate, individual policies and projects referred to in the draft Strategic Framework document have already undergone, or will undergo, an Equality Impact Assessment.

Risk/opportunity assessment:		<i>(potential hazards or opportunities affecting corporate, service or project objectives)</i>	
Risk area	Inherent level of risk (before controls)	Controls	Residual risk (after controls)
	Low/Medium/ High*		Low/Medium/ High*
Lack of funding to support full set of projects listed in appendix A	Medium	Finance team involvement in business planning to fully assess value for money of detailed proposals	Low
Future changes in the wider economic environment affect the delivery of economic development and housing objectives	Medium	Ongoing monitoring of local economic conditions. Wider changes in model of service delivery to allow prioritisation of economic and housing priorities	Low
Unable to meet public's expectations of what the councils will deliver	Medium	Effective communications to educate residents about new ways of working	Low
Ward(s) affected:		All	
Background papers: <i>(all background papers are to be published on the website and a link included)</i>		West Suffolk Strategic Plan 2014-2016	
Documents attached:		Appendix A: Diagram showing the scope of the Strategic Framework Appendix B: Draft Strategic Framework 2018-2020	

1. Key issues and reasons for recommendation

1.1 Development of West Suffolk Strategic Framework 2018-2020

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

2. Draft Strategic Framework – progress so far

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

3. Key points to note

3.1 *The document is not comprehensive*

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

3.2 ***West Suffolk's contribution is only part of the picture***

3.2.1 The diagram at Appendix A shows how West Suffolk Councils are contributing to outcomes in West Suffolk alongside others, including residents, families and communities, businesses, the voluntary sector and other public sector partners, including SCC and town and parish councils.

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

3.3 ***There is a new emphasis on place***

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

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

3.4 ***The document is evidence-based***

3.4.1 As set out in section 3 of the document, the priorities, projects and actions have been developed based on analysis and insight around the challenges and opportunities facing residents, communities and businesses in West Suffolk. Infographics summarising some of these issues will be included in the document in advance of consideration by Cabinet.

3.5 ***The document sets the framework for a new single council***

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

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

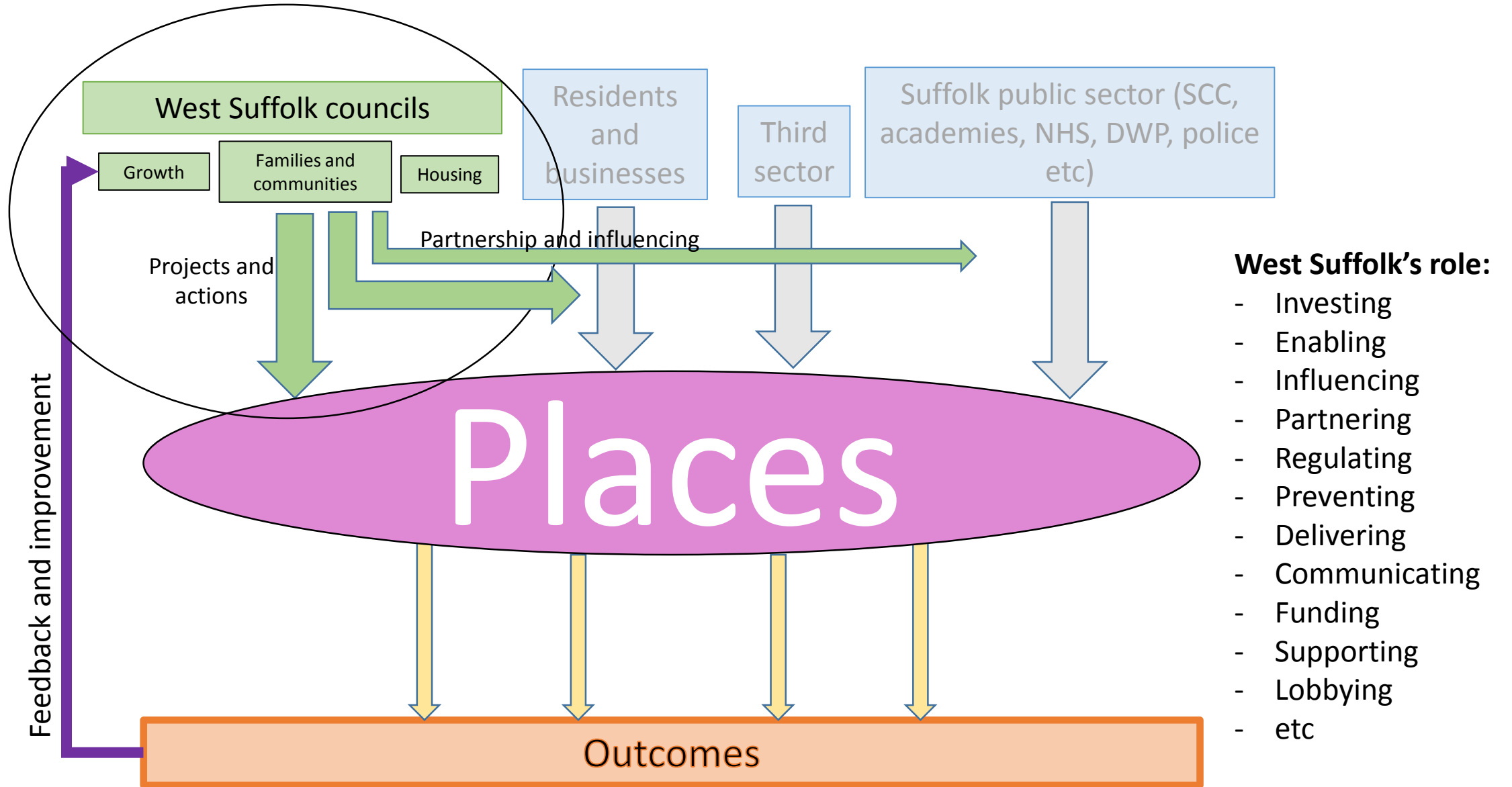
3.6.1 The document will be proof-read, formatted and designed, including the addition of photographs, in advance of publication.

4. **Next steps**

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

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

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



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

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Strategic Framework 2018-2020

Contents

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

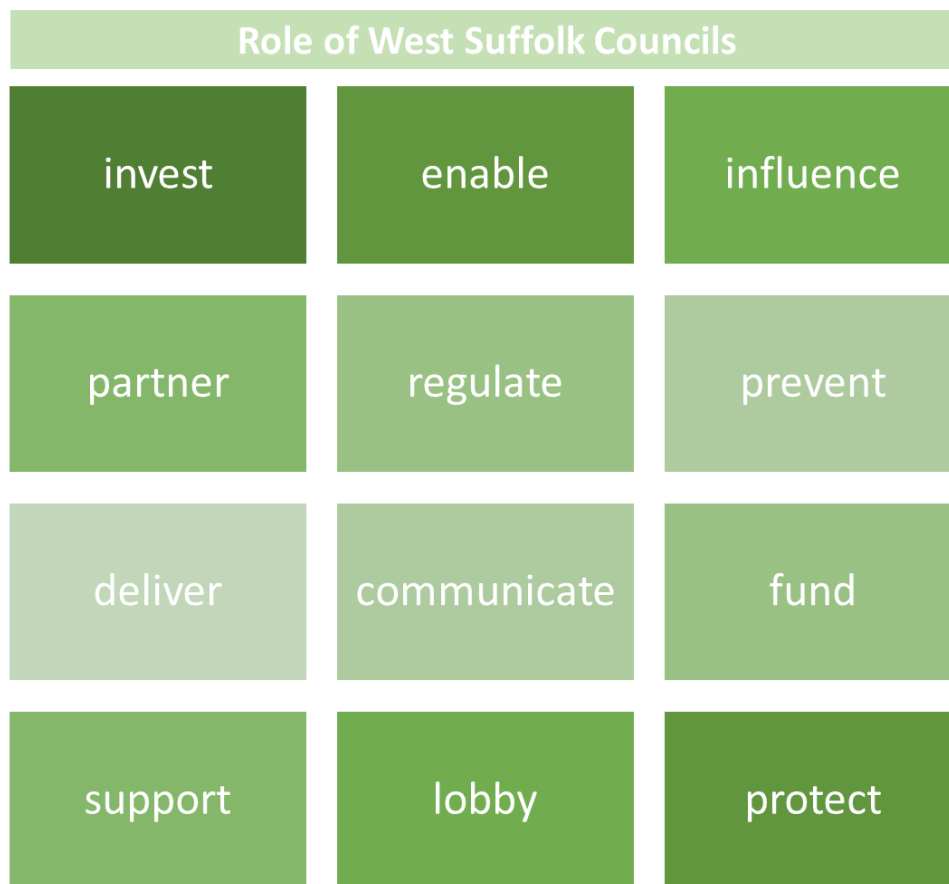
1. LEADERS' FOREWORD – to be added

2. WEST SUFFOLK COUNCILS' ROLE IN TRANSFORMING LOCAL PLACES

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

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

Our role includes the following:



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

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

3. ABOUT WEST SUFFOLK: CURRENT CHALLENGES AND OPPORTUNITIES

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

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

About West Suffolk

The area of West Suffolk comprises the council areas of Forest Heath and St Edmundsbury, two predominantly rural districts in the heart of East Anglia. Well-connected with London, the rest of East Anglia and the Midlands, West Suffolk is a safe and comparatively prosperous place in which to live. West Suffolk has a thriving and diverse economy, embracing a number of business sectors, including several that support the two major US Air Force bases at RAF Mildenhall and Lakenheath. It also has some beautiful and accessible countryside areas, including grassland, heath and forest. At the same time, some areas of West Suffolk are facing challenges such as rural isolation, a lack of skills or qualifications, an ageing population in need of more specialist housing or care, poverty, ill-health or deprivation.

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

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

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

etc etc

4. VISION AND STRATEGIC PRIORITIES

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

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

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

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

5. WAYS OF WORKING

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

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

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

Equality objectives

- develop our current and future local workforce through education, training and opportunities

- work in partnership with, and influence, other organisations including the third sector to support families and communities in improving their health, wellbeing and safety.
- enable people to access suitable and sustainable housing.

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

6. OUR PLANS FOR 2018-2020

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

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

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

Why is this a priority?

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

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

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

During 2018-2020, we will:

1. Ensure an up-to-date strategic planning framework is in place across West Suffolk, including an Infrastructure Development Plan. Our work will include the preparation of a joint local plan timetable, supported by supplementary planning documents; a review of the Statement of Community Involvement; and work with parish and town councils on neighbourhood plans.
2. Give West Suffolk a louder voice in the growth agenda at the national and regional levels, in particular through the Local Enterprise Partnerships, Suffolk Growth Programme Board, Cambridgeshire and Peterborough Combined Authority and wider networks covering the East and South East of England. This will include ensuring West Suffolk gets a fair share of available funding to support growth.
3. Make opportunities for growth available through land, premises and Enterprise Zones, for example, the development of the Cambridge – Norwich tech corridor,

Suffolk Business Park, Haverhill Research Park and Epicentre. We will also continue to work with central government on the future of the RAF Mildenhall site once it is closed following US Visiting Forces departure.

4. Work with partners and developers to secure, improve and increase infrastructure provision, in particular, the A1307, A11, A14, Ipswich to Cambridge rail services (including East-West rail, Eastern Section) and broadband provision.
5. Develop insight-based bespoke strategies for investment and other activities in our local places. Our approach in each of our places will promote inclusive growth, which enables residents, families and communities to improve their quality of life, while also growing the economy and safeguarding and enhancing the natural and built heritage and environment.
6. Drive forward improvements in our town centres, including improving markets provision. We will continue to implement the Haverhill masterplan and to finalise the masterplan for Bury St Edmunds as well as work on masterplanning in Newmarket and Mildenhall.
7. Understand our local businesses and provide them with targeted support to enable them to expand and flourish, for example, through small grants or loans and signposting to support agencies. This will include working with Chambers of Commerce, the New Anglia Growth Hub, Business Improvement Districts and others such as West Suffolk College.
8. Provide focused support for our key growth sectors of advanced manufacturing; digital and creative; biotech; tourism; film; and food, drink and agritech. Our support will include encouraging businesses to implement environmental improvements and to adopt a culture which nurtures employee health and wellbeing as well as their talents, ambitions and innovation.
9. Promote West Suffolk's brand through inward investment activities and events, for example the West Suffolk Business Festival, and by raising our local profile through the Destination Management Organisation. We will use these opportunities to retain and attract talented people, especially young people, to choose to live and work in West Suffolk.
10. Develop an Asset Management Plan to ensure the operational and other assets owned by West Suffolk are used for maximum public benefit, including our office buildings, waste facilities, car parks, investment properties and energy assets such as Toggam Solar Farm. This will include joint initiatives such as the delivery of the West Suffolk Operational Hub and Mildenhall Hub, as part of the One Public Estate programme
11. Support the development of higher level skills in West Suffolk so as to support individuals in achieving their goals and attract higher paid jobs to the area. We will do this by working with employers, the county council, West Suffolk College and other local training providers to promote training opportunities and apprenticeships, including in-house.

Resilient families and communities that are healthy and active

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

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

Why is this a priority?

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

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

Each locality's social, economic and demographic make-up is different, as well as the challenges faced, and understanding these will be fundamental to the success of our work. This is particularly true as we see long-term trends in demographics, families, the make-up of communities and priorities changing across Suffolk. For example, a third of newborns will live to 100 years of age¹. Increasingly, those approaching retirement age are still caring for their parents, which has an impact on housing choices, where people decide to live and work, and their lifestyles.

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

What will we do to achieve this priority?

1. Continue the direction set in 2011, updating our strategy where appropriate
2. Work closely with councillors to identify groups, community connectors and other individuals able to provide support within their communities, such as lunch clubs and pre-school provision.

¹ ONS Period and cohort life tables, 2012 release (Dec 2013)

3. Continue to strengthen our relationships with parish and town councils through Town and Parish cluster meetings, Forum and the West Suffolk conference.
4. Support groups and organisations to build capacity by making the best use of community grants and locality budgets
5. Maximise the value to communities of external funding streams by monitoring and influencing the distribution of funding and ensuring the West Suffolk community grants do not duplicate other arrangements.
6. Help communities to take more ownership of community assets, for example the Guildhall transfer in Bury St Edmunds and the Newbury Community Centre transfer.
7. Review and understand our diverse cultural assets and opportunities with a view to work with partners to develop a 21st century cultural strategy. The strategy will set out how the value of the assets can be maximised in terms of, for example, celebrating and safeguarding heritage assets; tackling social isolation; promoting tourism; or generating commercial income. It will build on previous work and take account of assets such as the Home of Horseracing and the ambition for a cinema in Newmarket to provide leisure opportunities for families and communities.
8. Support the development of the Mildenhall Hub to achieve maximum benefits for local communities from the co-location of public sector services, leisure centre, school and swimming pool.
9. Build on the relationship with our strategic leisure partner to support the delivery of the Physical Activity Framework.
10. Develop the model of working with housing staff, health visitors and community nurses in discussion with agencies, building stronger partnerships to address 'hotspots' and 'super users' of public services.
11. Work closely with statutory and voluntary sector partners and communities, including ONE Haverhill, to identify key areas and causes of demand on public services and enable community-based solutions
12. Work alongside partners to implement a multi-agency team in West Suffolk to support communities to become more resilient and sustainable.
13. Utilise and build on the specialist skills and knowledge in the West Suffolk officer team, including community safety, anti-social behavior, health, arts and culture, vulnerable groups, children and young people and community grants, using a variety of approaches
14. Work with our partners to identify the cost/benefit of the West Suffolk approach and develop measures to monitor progress and outcomes.

The West Suffolk Way

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

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

Element 2: **Recognising Individuals** – is about working in a way which recognises people's individuality, that differences matter and that each person has different needs and strengths. It applies to the development of, and respect

for important concepts such as self-identity, self-esteem and self-worth. It embraces culture and values.

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

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

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

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

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

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

Why is this a priority?

We know that good housing can play an important role in improving the health and wellbeing of people in our area, and it is vital to realising our ambitions for economic growth. Without suitable and affordable housing, West Suffolk's residents will not be able to achieve their ambitions, whether for family life, career development, a fulfilling retirement or other goals. The local conditions in West Suffolk makes housing particularly difficult to afford, given relatively high house prices and low wages. The councils therefore have an important role to play in seeking to address this situation, and also to ensure housing is suitable for the increasingly ageing population. At the same time, the councils continue to work to improve the quality of housing, so as to ensure it supports the health and wellbeing of residents, families and communities. In recent years, as well as focusing on increasing the supply of appropriate housing, the councils have also responded to rising homelessness in West Suffolk by investing resources in preventing homelessness and securing suitable accommodation for those in crisis.

During 2018-2020, we will:

1. Promote and facilitate the provision of new housing, supported by infrastructure, and in line with the Government's approach. We will do this by working with a range of partners including registered providers, infrastructure providers, private developers and parish councils.
2. Bring forward growth on the strategic sites at North West and North East Haverhill, North East Bury St Edmunds, Bury St Edmunds East and Bury St Edmunds West.
3. Ensure there is sufficient mix of housing types to meet the needs of our local communities, including delivering 30% affordable housing on any private development. We will also work with registered providers to ensure that levels of social rented homes are maintained so there are sufficient affordable homes for individuals and families on low incomes.
4. Seek to encourage developers to build homes to the national minimum space standards to promote healthy living.
5. Develop new housing for sale and rent through the delivery of Barley Homes' first five year delivery plan. Barley Homes is the councils' housing company, jointly owned by West Suffolk councils and Suffolk County Council. Income from Barley Homes will also generate revenue to support West Suffolk Councils in becoming self-sufficient.
6. Promote the development of lifetime homes which meet the needs of people throughout their lives, as well as providing specific adaptations to housing through Disabled Facilities Grants.

7. Continue to assess the accommodation needs of Gypsies and Travellers and where appropriate allocate land to meet those needs.
8. Work with private landlords and tenants to ensure privately rented accommodation is up to standard. This will include provision of advice and support as well as formal inspections, particularly in Houses in Multiple Occupation. We will also implement policy changes to allow West Suffolk Councils to impose financial penalties on rogue landlords whose properties are in poor condition.
9. Support owners of empty properties to enable them to bring homes back into use.
10. Work in partnership with residents, communities, registered providers and other partner organisations to prevent homelessness and ensure families and individuals are appropriately housed. This will include implementing the new duties on placed councils by the Homelessness Reduction Act, through our Homelessness Strategy and Lettings Policy, and promoting housing related support.
11. Implement DCLG's Positive Pathway model for tackling homelessness, including identifying risks early, promoting self-help and resilience for those who are able to help themselves and proactive help for those who are too vulnerable to help themselves.
12. Explore options for the provision of more temporary accommodation, in order to house individuals and families, including those who have experienced domestic abuse.
13. Use dedicated support to work with rough sleepers and try to address the problems that lead to rough sleeping and being at risk of sleeping rough.
14. Deliver excellent services for those who are homeless, including aiming to achieve the Gold Standard for housing options that will help the councils to deliver more efficient and cost-effective homelessness prevention services. Our work will recognise that some people have more than just 'the need for a roof' and will involve working in partnership to provide support and stabilisation, with the aim of breaking the cycle of homelessness.
15. Work with the Anglia Revenues Partnership to support the roll out of Universal Credit and to identify and prevent fraud
16. Continue to explore innovative ways to use good housing to promote the health and wellbeing of our families and communities, including through our role in the Suffolk Health and Wellbeing Board.

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

Resourcing our priorities

Alongside our Strategic Framework, the Councils' Medium Term Financial Strategy and annual budgets set out how our activities will be resourced. Our Medium Term Financial Strategy [add link] is based on the following six themes:

1. Aligning resources to the West Suffolk strategic plan and essential services;
2. Continuation of the shared service agenda and transformation of service delivery;
3. Behaving more commercially;
4. Considering new funding models (eg acting as an investor);
5. Encouraging the use of digital forms for customer access; and
6. Taking advantage of new forms of local government finance (e.g. business rate retention).

Improving how we work

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

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

Focus on West Suffolk Councils' workforce

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

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

7. MEASURING OUR PROGRESS

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

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

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

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

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

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

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

Overview and Scrutiny Committee



Forest Heath
District Council

Title of Report:	Development of a West Suffolk Growth Investment Strategy	
Report No:	OAS/FH/17/024	
Report to and dates:	St Edmundsbury's Overview and Scrutiny Committee	7 November 2017
	Forest Heath's Overview and Scrutiny Committee	8 November 2017
Portfolio holder:	Lance Stanbury Portfolio Holder for Planning and Growth Tel: 07970 947704 Email: lance.stanbury@forest-heath.gov.uk	
Lead officer:	Julie Baird Assistant Director - Growth Tel: 01284 757163 Email: Julie.baird@westsuffolk.gov.uk	
Purpose of report:	This report seeks the views of the Overview and Scrutiny Committee on the principles proposed for the emerging West Suffolk Growth Investment Strategy	
Recommendation:	<p>It is RECOMMENDED that the Overview and Scrutiny Committee:</p> <p>(1) Endorse the principles of the emerging West Suffolk Growth Investment Strategy as outlined in the attached presentation for recommendation to Cabinet; and</p> <p>(2) Provides any further recommendations to Cabinet on factors to consider as the emerging Strategy is developed.</p>	

Key Decision: <i>(Check the appropriate box and delete all those that do not apply.)</i>		<i>Is this a Key Decision and, if so, under which definition?</i> Yes, it is a Key Decision - <input type="checkbox"/> No, it is not a Key Decision - <input checked="" type="checkbox"/>	
Consultation:		The Investment Strategy Principles have been subject to review by the West Suffolk Joint Growth Steering Group	
Alternative option(s):		The Overview and Scrutiny Committee may wish to propose additional principles or other options as they consider appropriate.	
Implications:			
<i>Are there any financial implications? If yes, please give details</i>		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> • No financial implication as a direct result of this presentation or paper	
<i>Are there any staffing implications? If yes, please give details</i>		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> •	
<i>Are there any ICT implications? If yes, please give details</i>		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> •	
<i>Are there any legal and/or policy implications? If yes, please give details</i>		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> •	
<i>Are there any equality implications? If yes, please give details</i>		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> •	
Risk/opportunity assessment:		<i>(potential hazards or opportunities affecting corporate, service or project objectives)</i>	
Risk area	Inherent level of risk (before controls)	Controls	Residual risk (after controls)
Failure to invest in the right activities could mean we are failing to achieve the most effective value for money and outcomes for the area	Low	The emerging investment strategy will provide a clear framework under which investment decisions can be made	Low
Ward(s) affected:		N/A	
Background papers: <i>(all background papers are to be published on the website and a link included)</i>		Report CAB/FH/17/018 to Cabinet 4 April 2017: Establishing a mechanism for investing in our growth agenda	
Documents attached:		Appendix 1 - Presentation (To follow)	

1. Key issues and reasons for recommendation(s)

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

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Overview and Scrutiny Committee



Forest Heath
District Council

Title of Report:	Annual Presentation by the Cabinet Member for Operations	
Report No:	OAS/FH/17/025	
Report to and date:	Overview and Scrutiny Committee	9 November 2017
Portfolio Holder:	David Bowman Cabinet Member for Operations Tel: 07711 593737 Email: david.bowman@forest-heath.gov.uk	
Lead officers:	Mark Walsh Assistant Director (Operations) Tel: 01284 757300 Email: mark.walsh@westsuffolk.gov.uk Christine Brain Democratic Services Officer (Scrutiny) Tel: 01638 719729 Email: Christine.brain@westsuffolk.gov.uk	
Purpose of report:	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. 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.	

Recommendation:	<p>Members of the Committee are asked to question the Cabinet Member for Operations on his portfolio responsibilities, and having considered the information, the Committee may wish to:</p> <p>1) Make recommendations to the Cabinet Member for Operations for his consideration;</p> <p>2) Request further information and / or receive a future update.</p> <p>3) Take any other appropriate action as necessary.</p>		
<p>Key Decision:</p> <p><i>(Check the appropriate box and delete all those that do not apply.)</i></p>	<p><i>Is this a Key Decision and, if so, under which definition?</i></p> <p>Yes, it is a Key Decision - <input type="checkbox"/></p> <p>No, it is not a Key Decision - <input checked="" type="checkbox"/></p>		
Consultation:	<ul style="list-style-type: none"> N/A 		
Alternative option(s):	<ul style="list-style-type: none"> N/A 		
Implications:			
<i>Are there any financial implications? If yes, please give details</i>		Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
<i>Are there any staffing implications? If yes, please give details</i>		Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
<i>Are there any ICT implications? If yes, please give details</i>		Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
<i>Are there any legal and/or policy implications? If yes, please give details</i>		Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
<i>Are there any equality implications? If yes, please give details</i>		Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
Risk/opportunity assessment:		<i>(potential hazards or opportunities affecting corporate, service or project objectives)</i>	
Risk area	Inherent level of risk (before controls)	Controls	Residual risk (after controls)
	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. To carry out this constitutional requirement, at every ordinary Overview and Scrutiny meeting at least one Cabinet Member shall be invited to give an account of his or her portfolio and to answer questions from the Committee.

1.1.2 On 10 November 2016, the Committee received a presentation from the Cabinet Member for Operations, Councillor David Bowman, summarising the areas of responsibilities covered under his portfolio.

1.2 Scrutiny Focus

1.2.1 The scope of this report has been developed to provide the Committee with information on the following key questions identified relating to the operations portfolio:

- a. Newmarket Market: Update on the re-development of the market.
- b. Civil Parking Enforcement: Progress update.
- c. West Suffolk Operational Hub: What have the implications been in the projects delay, and what are the high risk areas?

1.3 Response to Key Questions Set out in the Scrutiny Focus

1.3.1 Newmarket Market

Newmarket Market has been struggling for a number of years with a decline in the number of stalls (currently approximately 7 on a Tuesday and 10 on Saturdays). During the last three years an extensive events and marketing programme has been implemented which has included craft markets, children's activities, music and incentives for both traders and customers. Although these have increased footfall they haven't increased sales for the stallholders or led to any new stallholders committing to the market regularly.

The current location is not easily accessible and there is a limited retail offer surrounding it. Work was undertaken in 2015 to look at relocating the Market on to an area outside the main entry of the Guineas shopping centre. However, this did not prove to be viable for a number of reasons including public safety and the need for significant infrastructure changes.

We are members of the National Association of British Market Authorities (NABMA) and following a visit to Newmarket they suggested that we consider moving the market to the High Street as this has worked well elsewhere in the country. There appears to be some support from the Guineas Centre Management, retailers and

stallholders for such a move. As well as freeing up 43 car parking spaces, relocation could also provide an opportunity to improve the offer and quality of the stalls.

Some work has been carried out to look at potentially utilising the area of pavement to the south side of the High Street between the Clock tower and the Bill Tutte Memorial. However, following consultation with the trustees of the memorial and the market traders, this option has not been pursued further.

A number of the market traders favour relocating to an area further down the High street between the Post Office and numbers 43/47. The market was formerly located in this area many years ago.

Initial discussions with the Town Council (TC), Business Improvement District (BID), the Highways Authority and the Jockey Club indicate a willingness to work with the proposal and develop plans further. The next level of detail will now be developed in consultation with these groups, Newmarket Vision, the market traders, local retailers and others.

Moving the market to the High Street would create some operational challenges which will need to be worked through. These include a controlled and safe set-up / pack down, vehicle marshalling and waste collection (particularly on busy race days).

Part of the proposals is that we provide gazebos for the permanent traders to improve the visual appearance of the market in this prominent location. The gazebos would be branded and their design such to fit in with the overall feel of the High Street. The proposal would be for the market traders to be given the responsibility for erecting, dismantling, storing and cleaning the gazebos. The cost of the gazebos could be shared in return for some discrete branding and the TC, BID and Jockey Club have indicated a willingness to potentially contribute.

Subject to this work progressing satisfactorily, we are aiming to relocate the market around April 2018 (to be confirmed).

1.3.2 Civil Parking Enforcement

The transfer of Civil Parking Enforcement (CPE) powers from the Police Authority to Forest Heath District Council (FHDC) is scheduled for the 1 April 2019. A formal application to apply for these powers is currently being drafted and will be submitted to the Department of Transport in November. Currently the Government department is not committing to a timescale for processing the application given the resources needed to enable Brexit but we and Suffolk politicians are lobbying the Secretary of State to ensure the necessary legislative procedures are prioritised to meet the 1 April 2019 implementation.

Suffolk County Council has commenced the review of all on-street Traffic Regulation Orders and associated double yellow line marking,

parking and loading bays and signage, with a view to getting them all to an enforceable standard. FHDC will shortly be commencing the development of area parking plans – for Newmarket and the other towns. A requirement of the CPE application process, these plans will consider any additional requirements for on and off street parking, and will be considered by Cabinet in March next year.

1.3.3 **West Suffolk Operational Hub**

There are a number of implications concerning the delay of the West Suffolk Operational Hub project, including:-

- a. The longer that the project is delayed, the longer higher costs of service delivery are endured. For example, Suffolk County Council currently spends £1.57 million per year on third party waste transfer station provision and haulage from the West Suffolk area. Once the West Suffolk Operational Hub is developed it is anticipated that costs will be reduced. Actual savings will depend upon the final construction costs, operator costs and haulage costs, none of which have been fixed/procured at present;
- b. A large team of technical consultants has been assembled to deliver the project. Delay has resulted in additional cost to retain this capacity and support iterations of developing scheme design;
- c. Depending on the levels of construction inflation, delay to a project can also result in increased building costs; and
- d. Delay to the project postpones the relocation of FHDC and SEBC staff from their current depot facilities and impacts the planning for this work. Delay to the relocation of the Bury St Edmunds depot in Olding Road impacts upon the project to develop the wider Western Way site.

The high risk areas to the project (at time of writing) include:-

- a. Planning - Failure to secure a planning consent, Secretary of State call-in or successful challenge to the planning process through a judicial Review;
- b. Additional archaeology finds resulting in delay and additional cost;
- c. Unexpected ground conditions resulting in delay and additional cost;
- d. Issues relating to securing appropriate utilities for the development (power, water and drainage) resulting in additional cost;
- e. Design development exceeds the amount allowed for in the project's contingency budget;
- f. General programme delays; and
- g. Significant offsite improvement works.

1.4 **Presentation - (15 Minutes)**

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

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

1.5 **Proposals**

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

Overview and Scrutiny Committee



Forest Heath
District Council

Title of Report:	Decisions Plan: November 2017 to May 2018	
Report No:	OAS/FH/17/026	
Report to and date:	Overview and Scrutiny Committee	9 November 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 November 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: November 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 November 2017 to 31 May 2018

Publication Date: 13 October 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
14/11/17 <i>(Joint meeting with SEBC Cabinet)</i> NEW ITEM	Planning Technical Guidance Note: Minimum Space Standards The Cabinet will be asked to approve an interim Technical Guidance Note setting out the minimum space standards that West Suffolk will seek on all new planning applications for the development of new housing.	Not applicable	(D)	Cabinet	Sara Mildmay-White West Suffolk Lead for Housing 01359 270580 Sara.mildmay-white@stedsbcc.gov.uk Lance Stanbury Planning and Growth 07970 947704	Julie Baird Assistant Director (Growth) 01284 757613 Simon Phelan Service Manager (Strategic Housing) 01638 719440 Marie Smith Service Manager (Planning Strategy) 01638 719260	All Wards	Report to Cabinet, including technical guidance note
14/11/17 <i>(Joint meeting with SEBC Cabinet)</i>	Overarching Strategy for Facilitating Growth and Investment: Principles The Cabinet will be asked to consider and approve proposed Investment Principles, which will form the development of the emerging Overarching Strategy for Facilitating Growth and Investment. These Principles will be considered at a joint	Not applicable	(D)	Cabinet	Lance Stanbury Planning and Growth 07970 947704	Julie Baird Assistant Director (Growth) 01284 757613	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
	meeting with St Edmundsbury Borough Council's Cabinet and will also have been subject to scrutiny by both Councils' Overview and Scrutiny Committees.							
12/12/17 <i>(Deferred from 14/11/17)</i>	<p>Overarching Strategy for Facilitating Growth and Investment</p> <p>The Cabinet will be asked to recommend to Council, approval of an overarching strategy for the facilitation of growth and investment by the West Suffolk Councils, which has been developed to correlate with the new emerging West Suffolk Strategic Plan 2018-2020 and following approval of the previously agreed Investment Principles.</p>	Not applicable	(R) - Council 20/12/17	Cabinet/ Council	<p>Lance Stanbury Planning and Growth 07970 947704</p> <p>Stephen Edwards Resources and Performance 07904 389982</p>	<p>Julie Baird Assistant Director (Growth) 01284 757613</p> <p>Rachael Mann Assistant Director (Resources and Performance) 01638 719245</p>	All Wards	Report to Cabinet, with recommendations to Council

Expected Decision Date	Subject and Purpose of Decision	Reason for taking item in private (see Note 1 for relevant exempt paragraphs)	Decision (D), Key Decision (KD) or Rec (R) to Council on date (see Note 2 for Key Decision definitions)	Decision Taker (see Note 3 for membership)	Portfolio Holder Contact Details	Lead Officer Contact Details	Wards Affected	Documents to be submitted
12/12/17 <i>(Deferred from 24/10/17)</i>	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
12/12/17	Mid Year Treasury Management Report 2017/2018 and Investment Activity (1 April to 30 September 2017) The Cabinet will be asked to consider the recommendations of the Performance and Audit Scrutiny Committee regarding the seeking of approval for the Mid Year Treasury Management Report 2017/2018, which summarised the investment activities for the period 1 April to 30 September 2017.	Not applicable	(R) - Council 20/12/17	Cabinet/ Council	Stephen Edwards Resources and Performance 07904 389982	Rachael Mann Assistant Director (Resources and Performance) 01638 719245	All Wards	Recommendations of the Performance and Audit Scrutiny Committee to Cabinet and Council

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

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

Expected Decision Date	Subject and Purpose of Decision	Reason for taking item in private (see Note 1 for relevant exempt paragraphs)	Decision (D), Key Decision (KD) or Rec (R) to Council on date (see Note 2 for Key Decision definitions)	Decision Taker (see Note 3 for membership)	Portfolio Holder Contact Details	Lead Officer Contact Details	Wards Affected	Documents to be submitted
12/12/17	<p>West Suffolk Strategic Plan 2018-2020</p> <p>The Cabinet will be asked to consider the recommendations of the Overview and Scrutiny Committee and to recommend to full Council, the new West Suffolk Strategic Plan for 2018-2020, which had been produced jointly with St Edmundsbury Borough Council.</p>	Not applicable	(R) - Council 20/12/17	Cabinet/ Council	James Waters Leader of the Council 07771 621038	Davina Howes Assistant Director (Families and Communities) 01284 757070	All Wards	Recommendations of the Overview and Scrutiny Committee to Cabinet and Council
No earlier than January 2018 (Deferred from 12/12/17)	<p>Mildenhall Hub</p> <p>Subject to the receipt of planning consent, the Cabinet will be updated on the project programme, business case and funding model in the light of that consent, technical design work and any procurement undertaken.</p>	Not applicable	(KD) Cabinet/ (possibly Council – January 2018)	Cabinet/ Council	James Waters Leader of the Council 07771 621038	Alex Wilson Director 01284 757695	All Wards	Report to Cabinet, with possible recommendations to Council

Expected Decision Date	Subject and Purpose of Decision	Reason for taking item in private (see Note 1 for relevant exempt paragraphs)	Decision (D), Key Decision (KD) or Rec (R) to Council on date (see Note 2 for Key Decision definitions)	Decision Taker (see Note 3 for membership)	Portfolio Holder Contact Details	Lead Officer Contact Details	Wards Affected	Documents to be submitted
No earlier than January 2018 (Deferred from 14/11/17)	West Suffolk Councils' Lettings Policy The Cabinet will be asked to consider and approve the revised West Suffolk Councils' Lettings Policy (based on the joint policy agreed by the Cambridge Sub-Regional Partnership). This will also be considered by SEBC Cabinet.	Not applicable	(D)	Cabinet	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 and draft Lettings Policy to Cabinet
No earlier than January 2018 NEW ITEM	West Suffolk Civil Penalties Policy Under the Housing and Planning Act 2016, local authorities have been given new powers to impose a civil penalty as an alternative to prosecution for certain housing offences. The Cabinet will be asked to consider and approve a new Civil Penalties Policy for consultation in order to implement these new powers. This policy has been jointly produced with SEBC.	Not applicable	(D)	Cabinet	Lance Stanbury Planning and Growth 07970 947704 Sara Mildmay-White West Suffolk Lead for Housing 01359 270580 Sara.mildmay-white@stedsbcc.gov.uk	David Collinson Assistant Director (Planning and Regulatory) 01284 757306 Andy Newman Service Manager (Housing Standards) 01638 719276	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
No earlier than January 2018 NEW ITEM	Review of the Cabinet's Working Groups/Joint Panels etc Following recent changes to the political composition and balance of the Council, the Cabinet will be asked to consider a review of the Cabinet's Working Groups/Joint Panels etc, including amended Terms of Reference for the existing West Suffolk Joint Growth Steering Group.	Not applicable	(D)	Cabinet	James Waters Leader of the Council 07771 621038	Karen Points Assistant Director (HR, Legal and Democratic Services) 01284 757015 Leah Mickleborough Service Manager (Democratic Services) 01284 757162	All Wards	Report to Cabinet.
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	<p>Annual Treasury Management and Investment Strategy 2018/2019 and Treasury Management Code of Practice</p> <p>The Cabinet will be asked to recommend to Council the approval of the Treasury Management and Investment Strategy 2018/2019, which must be undertaken before the start of each financial year.</p>	Not applicable	(R) - Council 20/02/18	Cabinet/ Council	Stephen Edwards Resources and Performance 07904 389982	Rachael Mann Assistant Director (Resources and Performance) 01638 719245	All Wards	Recommendations of the Performance and Audit Scrutiny Committee to Cabinet and Council
13/02/18	<p>Budget and Council Tax Setting 2018/2019</p> <p>The Cabinet will be asked to consider the proposals for the 2018/2019 budget and Medium Term Financial Strategy, prior to its approval by Council. This report includes the Minimum Revenues Provision (MRP) Policy and Prudential Indicators.</p>	Not applicable	(R) - Council 20/02/18	Cabinet/ Council	Stephen Edwards Resources and Performance 07904 389982	Rachael Mann Assistant Director (Resources and Performance) 01638 719245	All Wards	Report to Cabinet, with recommendations to Council

Expected Decision Date	Subject and Purpose of Decision	Reason for taking item in private (see Note 1 for relevant exempt paragraphs)	Decision (D), Key Decision (KD) or Rec (R) to Council on date (see Note 2 for Key Decision definitions)	Decision Taker (see Note 3 for membership)	Portfolio Holder Contact Details	Lead Officer Contact Details	Wards Affected	Documents to be submitted
13/02/18 <i>(Deferred from 24/10/17)</i>	Suffolk Pilot Scheme for 100% Business Rates Retention 2018/2019 As part of consideration of the budget papers, recommendations from which will be forwarded to Council, the Cabinet will be asked to consider plans for Suffolk-wide pilot scheme for the retention of 100% business rates in 2018/2019, which had previously been agreed to progress under Officer delegated authority. This will also be considered by St Edmundsbury Borough Council.	Not applicable	(R) – Council 21/02/18	Cabinet/ Council	Stephen Edwards Resources and Performance 07904 389982	Rachael Mann Assistant Director (Resources and Performance) 01638 719245	All Wards	Report to Cabinet.
13/02/18 <i>(Deferred from 12/09/17)</i>	Leisure Investment Fund: Consideration of Business Case for Investment The Cabinet will be asked to consider a detailed proposal for investment in the Council owned leisure facilities at Newmarket Leisure Centre and at	Paragraph 3	(KD)	Cabinet	Andy Drummond Leisure and Culture 01638 666888	Jill Korwin Director 01284 757252	All Saints; Brandon East; Brandon West; Severals; St Mary's	Report to Cabinet with exempt Appendix

Expected Decision Date	Subject and Purpose of Decision	Reason for taking item in private (see Note 1 for relevant exempt paragraphs)	Decision (D), Key Decision (KD) or Rec (R) to Council on date (see Note 2 for Key Decision definitions)	Decision Taker (see Note 3 for membership)	Portfolio Holder Contact Details	Lead Officer Contact Details	Wards Affected	Documents to be submitted
	Brandon Leisure Centre, to deliver a revenue saving to the Council and enhanced user experience.							
27/02/18 NEW ITEM	West Suffolk Civil Penalties Policy Under the Housing and Planning Act 2016, local authorities have been given new powers to impose a civil penalty as an alternative to prosecution for certain housing offences. The Cabinet will be asked to approve a new Civil Penalties Policy, following consultation, in order to implement these new powers. The Cabinet will also be asked to recommend to Council approval of new delegations to Officers so that they can use the new powers. This Policy has been jointly produced with St Edmundsbury Borough Council.	Not applicable	(KD) in part, for approval of new policy. Recommendations to Council for providing new delegated powers to Officers	Cabinet/ Council (25/04/18)	Lance Stanbury Planning and Growth 07970 947704 Sara Mildmay-White West Suffolk Lead for Housing 01359 270580 Sara.mildmay-white@stedsbcc.gov.uk	David Collinson Assistant Director (Planning and Regulatory Services) 01284 757306 Andy Newman Service Manager (Housing Standards) 01638 719276	All Wards	Report to Cabinet with recommendations to Council, where applicable

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

NOTE 1: DEFINITIONS OF EXEMPT INFORMATION: RELEVANT PARAGRAPHS

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

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

PART 1

DESCRIPTIONS OF EXEMPT INFORMATION: ENGLAND

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

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

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

NOTE 2: KEY DECISION DEFINITIONS

Key decisions are:

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

NOTE 3: MEMBERSHIP OF BODIES MAKING KEY DECISIONS

(a) Membership of the Cabinet and their Portfolios:

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

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

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

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

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?
.....
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 of Committee



Forest Heath
District Council

Title of Report:	Work Programme Update and Suggestion for Scrutiny	
Report No:	OAS/FH/17/027	
Report to and date:	Overview and Scrutiny Committee	9 November 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:	<p>1) To update the Committee on the current status of its rolling work programme of annual items for scrutiny during 2018 (Appendix 1).</p> <p>2) To consider a work programme suggestion submitted on the "Home of Horseracing" (Appendix 2).</p>	
Recommendation:	<p>It is RECOMMENDED that the Committee:</p> <p>1) Reviews the current status of its Work Programme up until April 2018.</p> <p>2) Identifies questions for the Portfolio Holder for Leisure and Culture to cover in his annual report to the Committee in January 2018.</p> <p>3) Considers the suggestion submitted, as set out in Appendix 2, and if accepted, includes the issue in its forward work programme with a timescale to be recommended by members.</p>	
Key Decision:	<p><i>Is this a Key Decision and, if so, under which definition?</i> Yes, it is a Key Decision - <input type="checkbox"/> No, it is not a Key Decision - <input checked="" type="checkbox"/></p>	
Documents attached:	<p>Appendix 1: Current Work Programme 2018 Appendix 2: Suggestion for Scrutiny</p>	

1. Key issues and reasons for recommendations

1.1 Rolling Work Programme

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

2.1 Portfolio Holder Annual Presentations

- 2.1.1 At every ordinary Overview and Scrutiny meeting at least one Cabinet Member attends to give an account of his or her portfolio and to answer questions from the Committee.
- 2.2.2 At the Committees meeting on 11 January 2018, the Cabinet Member for Leisure and Culture has been invited to give his annual update to the Committee.
- 2.2.3 The Committee is therefore asked to identify questions for the Cabinet Member for Leisure and Culture to cover in his annual report to the Committee.

3.1 Work Programme Suggestion Submitted for Consideration

- 3.3.1 The following suggestion (**Appendix 2**), has been submitted for the Committee's consideration:
- To carry out a post implementation review of the Home of Horseracing Project, a year after its official opening; and
 - To review the museums future plans on how the council can assist in its delivery as a partner.

4.1 Recommendation(s)

- 4.1.1 Members are asked to:
- i) Review the current status of its work programme for 2018.
 - ii) Identify questions for the Portfolio Holder for Leisure and Culture to cover in his annual report to the Committee in January 2018.
 - iii) Consider whether the suggestion for scrutiny is appropriate and timely for scrutiny, including potential outcomes. If it agrees, includes it in its forward work and decides on an appropriate timescale for inviting representatives from the Home of Horseracing to a future meeting of the Committee.

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

Description	Lead Member	Details
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	Families and Communities <i>(To be confirmed)</i>	The Portfolio Holder has been invited to provide an update on their portfolio and to answer questions from the Committee.
Families and Communities Evaluation	Cabinet Member for Families and Communities	To scrutinise the Families and Communities evaluation approach and to receive the conclusions of the First-Care work.
West Suffolk Community Safety Partnership	Cabinet Member for Families and Communities	To review the work of the Partnership on an annual basis.
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.

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>	<p>November 2017</p> <p>January 2018</p>

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Suggestion for Scrutiny Work Programme Form

(To be considered by the Overview and Scrutiny Committee)

Suggestion from:
Councillor Simon Cole
What would you like to suggest for investigation / review?
<p>To carry out a routine post implementation scrutiny review of the Council's involvement in the Home of Horseracing Project, a year after its official opening.</p> <p>To review the museum's future plans and how the Council can assist in its delivery as a partner.</p>
What are the main issues / concerns to be considered?
<ul style="list-style-type: none"> - Has the Council's involvement in the project resulted in the desired objectives? - What role can the Council have in supporting the museum's future plans for growing visitor numbers, in the context of the wider Newmarket Vision? - What learning can be applied to future council projects?
Would this review benefit from a "West Suffolk" approach (i.e. joint scrutiny by both Councils), or is it relevant only to your council?
<p>Forest Heath District Council is the relevant authority to carry out the post implementation review of the Project.</p>
Who is responsible for providing this service, or tackling the issue in question?
<p>The new museum is operated by the National Horseracing Museum.</p> <p>The project to deliver the museum was a multi-agency partnership co-ordinated by the Home of Horseracing Trust, of which Forest Heath District Council is a key member.</p> <p>Forest Heath District Council managed the main contracts for the delivery of the capital project, on behalf of the Trust.</p>

Have you spoken to them, and if so, what was the response?	
The project partners are happy to participate in the review and to discuss future collaboration.	
What is the Portfolio Holder's view on this issue?	
The Portfolio Holder agrees that carrying out a review of the Council's involvement, given the scale of the project, will be helpful, provided that the review takes place after the capital project has been officially closed under the Council's project management system.	
What would be the likely benefits and outcomes of carrying out this investigation / review?	
<ul style="list-style-type: none"> - Learning for other future capital projects - Identify ways in which the Council can work with the museum to deliver the shared future objectives for the project. 	
Estimated Committee and officer resource implications (eg research group, one-off report, dedicated meeting etc)	
A one-off meeting and report, with the suggestion of holding the Overview and Scrutiny Committee meeting in Newmarket, at the National Horseracing Museum in early 2018.	
Suggested witnesses, documentation and consultation	
<ul style="list-style-type: none"> - Representatives from the National Horseracing Museum, and/or the Home of Horseracing Trust - Forest Heath District Council's Cabinet Member for Leisure and Culture - Director (Project Sponsor for Forest Heath District Council) - Representative(s) of Newmarket Vision e.g. Chairman, council officer. 	
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	X
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.	X
2. Existing businesses that are thriving and new businesses brought to the area.	X
3. People with the educational attainment and skills needed in our local economy.	X
4. Vibrant, attractive and clean high streets, village centres and markets.	X
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.	X
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.	X
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.	X

Would you like to be involved in the investigation / review?	
Yes	
Date of request: 25 September 2017	Signed Councillor Simon Cole

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)