

Joint Executive (Cabinet) Committee

Forest Heath & St Edmundsbury councils

West Suffolk
working together

Title:	Agenda																																
Date:	Monday 25 June 2018 <i>**NOTE CHANGE TO DATE**</i>																																
Time:	6.00 pm																																
Venue:	Conference Chamber West (FR109) West Suffolk House Western Way Bury St Edmunds IP33 3YU																																
Membership:	<p style="text-align: center;">Chairman John Griffiths</p> <p style="text-align: center;">Vice-Chairman James Waters</p> <table border="0"> <thead> <tr> <th style="text-align: left;"><u>Councillor</u></th> <th style="text-align: left;"><u>Portfolio</u></th> </tr> </thead> <tbody> <tr> <td>David Bowman</td> <td>Operations</td> </tr> <tr> <td>Ruth Bowman J.P.</td> <td>Future Governance</td> </tr> <tr> <td>Andy Drummond</td> <td>Leisure and Culture</td> </tr> <tr> <td>Stephen Edwards</td> <td>Resources and Performance</td> </tr> <tr> <td>Robin Millar</td> <td>Deputy Leader/Families and Communities</td> </tr> <tr> <td>Lance Stanbury</td> <td>Planning and Growth</td> </tr> <tr> <td>James Waters</td> <td>Leader</td> </tr> <tr> <td>Carol Bull</td> <td>Future Governance</td> </tr> <tr> <td>Robert Everitt</td> <td>Families and Communities</td> </tr> <tr> <td>John Griffiths</td> <td>Leader</td> </tr> <tr> <td>Ian Houlder</td> <td>Resources and Performance</td> </tr> <tr> <td>Sara Mildmay-White</td> <td>Deputy Leader/Housing/West Suffolk Lead for Housing</td> </tr> <tr> <td>Alaric Pugh</td> <td>Planning and Growth</td> </tr> <tr> <td>Jo Rayner</td> <td>Leisure and Culture</td> </tr> <tr> <td>Peter Stevens</td> <td>Operations</td> </tr> </tbody> </table>	<u>Councillor</u>	<u>Portfolio</u>	David Bowman	Operations	Ruth Bowman J.P.	Future Governance	Andy Drummond	Leisure and Culture	Stephen Edwards	Resources and Performance	Robin Millar	Deputy Leader/Families and Communities	Lance Stanbury	Planning and Growth	James Waters	Leader	Carol Bull	Future Governance	Robert Everitt	Families and Communities	John Griffiths	Leader	Ian Houlder	Resources and Performance	Sara Mildmay-White	Deputy Leader/Housing/West Suffolk Lead for Housing	Alaric Pugh	Planning and Growth	Jo Rayner	Leisure and Culture	Peter Stevens	Operations
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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:	Six Members, to include at least three of the total number of Members of each Cabinet.																																
Committee administrator:	Claire Skoyles Democratic Services Officer Tel: 01284 757176 Email: claire.skoyles@westsuffolk.gov.uk																																

Public Information

Forest Heath & St Edmundsbury councils

West Suffolk

working together

Venue:	West Suffolk House Western Way Bury St Edmunds Suffolk IP33 3YU	Tel: 01638 719237 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 and following address: District Offices College Heath Road Mildenhall Bury St Edmunds Suffolk IP28 7EY at least five clear days before the meeting. They are also available to view on our website.	
Attendance at meetings:	The West Suffolk Councils 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 participation:	Members of the public who live or work in the Borough/District are invited to put one question or statement of not more than three minutes duration relating to items to be discussed in Part 1 of the agenda only. If a question is asked and answered within three minutes, the person who asked the question may ask a supplementary question that arises from the reply. A person who wishes to speak must register at least 15 minutes before the time the meeting is scheduled to start. There is an overall time limit of 15 minutes for public speaking, which may be extended at the Chairman's discretion.	
Disabled access:	The public gallery is on the first floor and is accessible via stairs. There is not a lift but disabled seating is available at the back of the Council Chamber on the ground floor. Please see the Committee Administrator who will be able to help you.	
Induction loop:	An Induction loop operates to enhance sound for anyone wearing a hearing aid or using a transmitter.	
Recording of meetings:	The Council may record this meeting and permits members of the public and media to record or broadcast it as well (when the media and public are not lawfully excluded). Any member of the public who attends a meeting and objects to being filmed should advise the Committee Administrator who will instruct that they are not included in the filming.	
Personal Information	Any personal information processed by Forest Heath District Council or St Edmundsbury Borough Council arising from a request to speak at a public meeting under the Localism Act 2011, will be protected in accordance with the Data Protection Act 2018. For more information on how we do this and your rights in regards to your personal information and how to access it, visit our website: https://www.westsuffolk.gov.uk/Council/Data_and_information/howweuseinformation.cfm or call Customer Services: 01284 763233 and ask to speak to the Data Protection Officer.	

Agenda

Procedural Matters

1. Apologies for Absence

2. Minutes

1 - 20

To confirm the minutes of the FHDC/SEBC (Informal Joint) Cabinet meetings on 22 May 2018 (copies attached.)

Part 1 - Public

3. Open Forum

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

4. Public Participation

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

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

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

5. Reports of the Performance and Audit Scrutiny Committees

(a) Forest Heath Performance and Audit Scrutiny Committee: 31 May 2018 **21 - 28**

Report No: **CAB/JT/18/001**

Chairman of the Committee: FHDC Cllr Louis Busuttill

Lead Officer: Christine Brain

(b) St Edmundsbury Performance and Audit Scrutiny Committee: 31 May 2018 **29 - 36**

Report No: **CAB/JT/18/002**

Chairman of the Committee: SEBC Cllr Sarah Broughton

Lead Officer: Christine Brain

6.	Reports of the Overview and Scrutiny Committees	
(a)	St Edmundsbury Overview and Scrutiny Committee: 6 June 2018	37 - 42
	Report No: CAB/JT/18/003 Chairman of the Committee: SEBC Cllr Diane Hind Lead Officer: Christine Brain	
(b)	Forest Heath Overview and Scrutiny Committee: 7 June 2018	43 - 48
	Report No: CAB/JT/18/004 Chairman of the Committee: FHDC Cllr Simon Cole Lead Officer: Christine Brain	
	<u>KEY DECISIONS</u>	
7.	Recommendation of the Overview and Scrutiny Committees: 6 and 7 June 2018: West Suffolk Homelessness Reduction Strategy 2018-2023	49 - 118
	Report No: CAB/JT/18/005 Portfolio Holder: Cllr Sara Mildmay-White, West Suffolk Lead for Housing Lead Officer: Davina Howes	
	<u>NON-KEY DECISIONS</u>	
8.	West Suffolk Annual Report 2017/2018	119 - 182
	Report No: CAB/JT/18/006 Portfolio Holders: SEBC Cllr John Griffiths and FHDC Cllr James Waters Lead Officer: Davina Howes	
9.	West Suffolk Growth Investment Strategy: Energy Framework	183 - 250
	Report No: CAB/JT/18/007 Portfolio Holders: SEBC Cllr Alaric Pugh and FHDC Cllr Lance Stanbury Lead Officer: Jill Korwin	
10.	Data Protection Policy	251 - 272
	Report No: CAB/JT/18/008 Portfolio Holders: FHDC Cllr Ruth Bowman J.P. and SEBC Cllr Carol Bull Lead Officer: Leah Mickleborough	
11.	The Apex Forward Plan	273 - 328
	Report No: CAB/JT/18/009 Portfolio Holder: SEBC Cllr Joanna Rayner Lead Officers: Mark Walsh and Damien Parker	

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12. Guildhall and 79 Whiting Street, Bury St Edmunds	329 - 332
Report No: CAB/JT/18/010	
Portfolio Holder: SEBC Cllr Joanna Rayner	
Lead Officer: Alex Wilson	
13. Forest Heath and St Edmundsbury Decisions Plans	
(a) Forest Heath Decisions Plan: 1 June 2018 to 31 March 2019	333 - 350
To consider the most recently published version of Forest Heath's Cabinet Decisions Plan.	
Report No: CAB/JT/18/011	
Portfolio Holder: FHDC Cllr James Waters	
Lead Officer: Ian Gallin	
(b) St Edmundsbury Decisions Plan: 1 June 2018 to 31 March 2019	351 - 372
To consider the most recently published version of St Edmundsbury's Cabinet Decisions Plan.	
Report No: CAB/JT/18/012	
Portfolio Holder: SEBC Cllr John Griffiths	
Lead Officer: Ian Gallin	
14. Exclusion of Public and Press	
To consider whether the press and public should be excluded during the consideration of the following item because it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the public were present during the item, there would be disclosure to them of exempt categories of information as prescribed in Part 1 of Schedule 12A of the Local Government Act 1972, and indicated against the item and, in all circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.	
15. Investing in our Commercial Asset Portfolio (para 3)	373 - 386
Exempt Report No: CAB/JT/18/013	
Portfolio Holder: SEBC Cllr Alaric Pugh	
Lead Officers: Rachael Mann and Colin Wright	
<i>(This exempt report is to be considered in private under paragraph 3 of Schedule 12A of the Local Government Act 1972, as it contains information relating to the financial and business affairs of a particular organisation.)</i>	
<i>(No representations have been received from members of the public regarding this item being held in private.)</i>	

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(Informal Joint) Cabinet



Forest Heath
District Council

Notes of informal discussions of the **SEBC/FHDC Cabinets** held on **Tuesday 22 May 2018 at 6.00 pm** in the **Conference Chamber West, West Suffolk House, Bury St Edmunds, IP33 3YU**

Present:

Councillors

St Edmundsbury Borough Council (SEBC)

John Griffiths (in the Chair for the informal discussions)

Robert Everitt

Alaric Pugh

Ian Houlder

Joanna Rayner

Sara Mildmay-White

Forest Heath District Council (FHDC)

James Waters

David Bowman

Stephen Edwards

Ruth Bowman J.P.

Robin Millar

Andy Drummond

In attendance:

(SEBC)

Diane Hind

(Chairman of SEBC's Overview and Scrutiny Committee)

Susan Glossop

(Vice Chairman of SEBC's Overview and Scrutiny Committee)

(FHDC)

Simon Cole

(Chairman of FHDC's Overview and Scrutiny Committee)

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

- (1) Report of St Edmundsbury's Overview and Scrutiny Committee: 18 April 2018

(With the agreement of the Chairman, the above item, which was for noting only, had been brought forward to the start of the informal discussions to allow sufficient time for Councillor Diane Hind, Chairman of the SEBC Overview and Scrutiny Committee, to present her report as she would shortly need to leave the meeting due to another engagement.)

- (2) Building Control Resourcing; and
- (3) Report of the Anglia Revenues and Benefits Partnership Joint Committee: 27 March 2018.

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

The Chairman/Leader of St Edmundsbury Borough Council, welcomed all those present to West Suffolk House. The Service Manager (Democratic Services) and Monitoring Officer firstly advised on the format of the proceedings for the informal discussions and subsequent separate meetings of each authority.

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

1. **Open Forum**

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

2. **Public Participation**

There were no members of the public in attendance.

3. **Report of the SEBC Overview and Scrutiny Committee: 18 April 2018 (Report No: CAB/SE/18/030)**

The Cabinets received and noted the above report, which informed Members of the following substantive items discussed by the SEBC Overview and Scrutiny Committee on 18 April 2018:

- (1) Annual Presentation by the Cabinet Member for Families and Communities;
- (2) Monitoring Community Safety Activities including Western Suffolk Community Safety Partnership;
- (3) Review of Bury St Edmunds Christmas Fayre – Scoping Report; and
- (4) Update and Approval of the 2018-2019 Work Programme.

Councillor Diane Hind, Chairman of SEBC's Overview and Scrutiny (O&S) Committee, drew relevant issues to the attention of the Cabinets, including that the Committee had agreed to establish a joint task and finish group, comprising Members of SEBC's and FHDC's Overview and Scrutiny Committees to review the Bury St Edmunds Christmas Fayre. The outcomes

of this review would be implemented following the creation of West Suffolk Council, therefore it was considered appropriate to gather views from Forest Heath Members to provide a different perspective on the review.

In addition, the Committee had agreed to take forward a review of non-idling zones in the Borough, which would include investigating the extent to which air quality across St Edmundsbury should be considered. Although originally a 'Suggestion for Scrutiny' proposed for SEBC's O&S Committee to consider, which had emanated from a motion on notice referred from SEBC's Council meeting on 19 December 2017, Councillor Hind reported that Forest Heath's O&S Committee was also keen to look at the issue too.

(SEBC Councillor Hind left the meeting at the conclusion of this item)

4. **Building Control Resourcing (Report Nos: CAB/SE/18/028 and CAB/FH/18/028)**

The Cabinets considered the above report, which sought approval for an increase in permanent resource within the Building Control Service by one full-time equivalent (FTE) with the necessary budget adjustments to support this.

Building Control was a statutory service provided by all local authorities to enforce Building Regulations within their area. Only the local authority had the obligation to take enforcement action over non-compliance with Building Regulations, and this could not be delegated to a private sector provider.

Councillor Alaric Pugh, SEBC's Portfolio Holder for Planning and Growth, drew relevant issues to the attention of the Cabinets, including that a review had recently been undertaken on the service to ensure it remained in line with providing a modern, resilient, commercial building control service that met the growth needs within West Suffolk and maintained public protection. The outcomes of this review were summarised in section 1.2 of the report.

In order to achieve the priorities and objectives set out in the Development Plan for the Building Control Service which had emanated from the review, the Cabinets recognised the importance of ensuring suitable capacity and resilience was put in place to meet the current service demand, and to support service improvement and growth. The recommendations set out in the report were therefore unanimously supported.

5. **Report of the Anglia Revenues and Benefits Partnership Joint Committee: 27 March 2018 (Report Nos: CAB/SE/18/029 and CAB/FH/18/029)**

The Cabinets received and noted the above report, which informed Members of the following substantive items discussed by the Anglia Revenues and Benefits Partnership Joint Committee on 27 March 2018:

- (1) Highlight Report, Balance Scorecard and Finance Report;
- (2) Welfare Reform Update;
- (3) Anglia Revenues Partnership Risk Register;
- (4) Forthcoming Issues;

- (5) Exempt: Risk Based Verification;
- (6) Exempt: ARP Briefing Note;
- (7) Exempt: Future of ARP Trading Limited
- (8) Exempt: ARP Trading Limited: Financial Implications

Councillors Stephen Edwards and Ian Houlder, FHDC's and SEBC's Portfolio Holders for Resources and Performance, drew relevant issues to the attention of the Cabinets.

In response to a question, Members were informed that following the roll-out of the full Universal Credit service in St Edmundsbury in October 2017, an update would be provided on the success of its operation since implementation.

On the conclusion of the informal joint discussions at 6.51 pm, the Chairman then formally opened the meeting of St Edmundsbury Borough Council's Cabinet at 6.51 pm in the Conference Chamber West, which upon conclusion at 6.54 pm, was immediately followed by Forest Heath District Council's Cabinet, also in the Conference Chamber West.

See overleaf for formal minutes.....

Cabinet



Forest Heath

District Council

Minutes of a meeting of the **Cabinet** held on
Tuesday 22 May 2018 at 6.55 pm in the **Conference Chamber West,**
West Suffolk House, Bury St Edmunds, IP33 3YU

Present: **Councillors**

Chairman James Waters
Vice Chairman Robin Millar

David Bowman
Ruth Bowman J.P.

Andy Drummond
Stephen Edwards

By Invitation:

Simon Cole

(Chairman of the Overview and Scrutiny
Committee)

442. Apologies for Absence

Apologies for absence were received from Councillor Lance Stanbury.

443. Minutes

The minutes of the meeting held on 27 February 2018, 13 March 2018 and 3 April 2018 were unanimously confirmed as correct records and signed by the Chairman.

444. Open Forum

No non-Cabinet Members in attendance wished to specifically speak on Items 7. to 11.

445. Public Participation

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

446. Building Control Resourcing (Report No: CAB/FH/18/028)

Further to the joint informal discussions held prior to the meeting with St Edmundsbury Borough Council's Cabinet on Report No: CAB/FH/18/028, it was proposed, seconded and with the vote being unanimous, it was

RESOLVED:

That:-

1. Approval be given to increase the permanent establishment of the Building Control Service by one Full-Time Equivalent (FTE).

2. Having approved Recommendation 1. above, an additional £57,000 corporate savings/income target be added to the revenue budgets in order to create the funding required to support the additional post.

447. Report of the Anglia Revenues and Benefits Partnership Joint Committee: 27 March 2018 (Report No: CAB/FH/18/029)

Further to the joint informal discussions held prior to the meeting with St Edmundsbury Borough Council's Cabinet on Report No: CAB/FH/18/029, it was proposed, seconded and with the vote being unanimous it was

RESOLVED:

That the content of Report No: CAB/FH/18/029, being the report of the Anglia Revenues and Benefits Partnership Joint Committee, be noted.

448. Report of the Extraordinary Overview and Scrutiny Committee: 16 April 2018 (Report No: CAB/FH/18/030)

Councillor Simon Cole, Chairman of the Overview and Scrutiny Committee, presented this report which informed the Cabinet of the following substantive item which had been discussed by the Committee on 16 April 2018:

- (1) National Heritage Centre, Newmarket

Councillor Cole drew relevant issues to the attention of the Cabinet, including the requests which had been made by the Centre in relation to the pedestrianisation/closure of Palace Street to through traffic when the Centre was open and also the provision of improved signage to the Centre. In relation to both of these items, Councillor Cole expressed his wish for Forest Heath District Council to be able to assist the Centre with these particular issues. Councillor Andy Drummond also expressed his support for these requests which had made by the Centre.

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

RESOLVED:

That the content of Report No: CAB/FH/18/030, being the report of the Extraordinary Overview and Scrutiny Committee, be noted.

449. Report of the Overview and Scrutiny Committee: 19 April 2018 (Report No: CAB/FH/18/031)

Councillor Simon Cole, Chairman of the Overview and Scrutiny Committee, presented this report which informed the Cabinet of the following substantive items which had been discussed by the Committee on 19 April 2018:

- (1) Monitoring Community Safety Activities including Western Suffolk Community Safety Partnership.
- (2) Car Parking Update.
- (3) Review of Bury St Edmunds Christmas Fayre – Scoping Report.
- (4) Work Programme Update.

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

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

RESOLVED:

That the contents of Report No: CAB/FH/18/031, being the report of the Overview and Scrutiny Committee, be noted.

450. **Annual Review and Appointment of the Cabinet's Working Group, Joint Committees/Panels and Other Groups (Report No: CAB/FH/18/032)**

The Cabinet received this report which presented the annual review and appointment of the Cabinet's Working Group, Joint Committees/Panels and other Groups for 2018/2019. The existing Terms of Reference and membership for the relevant bodies was attached as Appendices A to E inclusive.

It was also explained that as an interim review had been undertaken relatively recently in January 2018, no changes were being recommended to the existing arrangements.

The Cabinet also noted the proposed establishment of a Joint Executive (Cabinet) Committee, which had been approved at the Annual Council meeting on 9 May 2018. This new Joint Committee would comprise all the current Members of Forest Heath District Council's and St Edmundsbury Borough Council's Cabinets and would have executive decision making powers and would thus avoid the need for separate 'informal joint' Cabinet meetings, which in the past had proved to often be confusing. The Key Decision threshold had also been increased from £50,000 to £100,000 for the individual Cabinets and for the Joint Executive (Cabinet) Committee. The first meeting of this Joint Committee would be held on Tuesday 26 June 2018* at 6.00 pm. (*Note: subsequent to the meeting, this meeting date had now been moved to Monday 25 June 2018).

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

RESOLVED:

That:-

Current Cabinet Working Group: Forest Heath District Council Membership only

1.

(a) The Local Plan Working Group continues to operate at the present time in accordance with its current Terms of Reference, as detailed in Appendix A to Report No: CAB/FH/18/032.

(b) The future direction of the Local Plan Working Group, as outlined in Section 1.2.2 of Report No: CAB/FH/18/032, be noted.

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

2. That the Growth and Innovation Group continues to operate in accordance with its amended Terms of Reference contained in Appendix B to Report No: CAB/FH/18/032.
3. The Future Governance Steering Group continues to operate in accordance with its current Terms of Reference contained in Appendix C.
4.
 - (a) The West Suffolk Joint Health and Safety Panel and the West Suffolk Joint Staff Consultative Panel continue to operate in accordance with their current Terms of Reference contained in Appendices D and E to Report No: CAB/FH/18/032 respectively.
 - (b) Periodical meetings of the Joint Panels continue to be scheduled as and when required, but with regard to the discussion outlined in Section 1.3.18.

Joint Committees: Anglia Revenues and Benefits Partnership Joint Committee

5.
 - (a) The Portfolio Holder for Resources and Performance be re-appointed as the full Member and the Portfolio Holder for Operations and the Leader of the Council be re-appointed as the two substitute Members to the Anglia Revenues and Benefits Partnership Joint Committee for 2018/2019.
 - (b) The proposal to establish and appoint to a Joint Executive (Cabinet) Committee for consideration by Council at its Annual Meeting on 9 May 2018, be noted.
 - (c) Should any future changes to membership of the bodies listed in (a) and (b) above be required during 2018/2019, the Service Manager (Democratic Services) be requested to exercise their existing delegated authority to appoint on the nomination of the Leader of the Council.

Other Informal Working Groups

6.
 - (a) The Cabinet's existing informal Working Groups be retained as indicated in Section 1.6.2 of Report No: CAB/FH/18/032.
 - (b) Provided that resources are available to support them, further informal task-and-finish working groups continue to be established to consider specific issues as required throughout 2018/2019.

Joint Committees/Panels

7.
 - (a) Forest Heath District Council's membership (including substitutes) of the Local Plan Working Group, Future Governance Steering Group, West Suffolk Joint Health and Safety Panel, West Suffolk Joint Staff Consultative Panel, as set out in Table 1 of Appendices A, C, D and E respectively, be re-appointed for 2018/2019.

- (b) Should any future changes to membership of the bodies listed in (1) above be required in the remainder of 2018/2019, the Service Manager (Democratic Services) be requested to exercise their existing delegated authority to appoint on the nominations of Group Leaders.
- (c) Such appointments be made on the basis of political balance requirements, where applicable and identified in Report No CAB/FH/18/032.

Political Balance and Appointment of Membership

8. That:

- (a) Forest Heath District Council's membership (including substitutes) of the Local Plan Working Group, Future Governance Steering Group, West Suffolk Joint Health and Safety Panel and the West Suffolk Joint Staff Consultative Panel, as set out in Table 1 of Appendices A, C, D and E respectively, be re-appointed for 2018/2019.
- (b) Should any future changes to membership of the bodies listed in (a) above be required for the remainder of 2018/2019, the Service Manager (Democratic Services) be requested to exercise their existing delegated authority to appoint on the nominations of Group Leaders.
- (c) Such appointments be made on the basis of political balance requirements, where applicable and identified in Report No: CAB/FH/18/032.

Re-appointment of Representatives to Outside Bodies

9. The Members stated in Section 1.7.2 of Report No: CAB/FH/18/032 be re-appointed as 'Observers' to the respective outside bodies listed and to NOTE the Leader or ex-officio appointments to the project or partnership groups listed in Section 1.7.3.

451. Decisions Plan: 1 May 2018 to 31 May 2018 (Report No: CAB/FH/18/033)

The Cabinet received this report which was the Executive Decisions Plan covering the period 1 May 2018 to 31 May 2018.

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

452. Solar for Business - Participation of Members and Officers (Report No: CAB/FH/18/034)

(Councillor Andy Drummond declared a pecuniary interest in this item and left the meeting during the discussion and voting thereon)

As part of the West Suffolk Community Energy Plan, one of the schemes developed was the West Suffolk Solar for Business Service. This Scheme was

marketed to organisations across West Suffolk which, following assessment for eligibility and a due diligence process, acted as a host for council-owned solar photovoltaics.

The scheme was open to all, whether a business or not-for-profit organisation. Members of the Council who have an ownership or other controlling role within a business were not precluded from entering and were subject to the same eligibility and due diligence as any other participant.

Councillor Andy Drummond had made a request for his business to receive solar power through this Scheme. Officers had carried out the Scheme's assessment to establish eligibility and ensure due diligence of the solar installation investment, the business and the property. The assessment had confirmed that Councillor Drummond's business met the eligibility and criteria that were set to allow participation and that a solar Scheme was viable.

Councillor Drummond had also gained the consent of the Leader of the Council to participate in the Scheme and was now seeking consent from the Cabinet.

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

RESOLVED:

That consent be given for Councillor Andy Drummond to receive the discounted energy sales in accordance with the provisions of the Solar for Business Scheme.

The Meeting concluded at 7.05 pm

Signed by:

Chairman

(Informal Joint) Cabinet



St Edmundsbury
BOROUGH COUNCIL

Notes of informal discussions of the SEBC/FHDC **Cabinets** held on
Tuesday 22 May 2018 at 6.40 pm in the **Conference Chamber West, West
Suffolk House, Bury St Edmunds IP33 3YU**

Present: Councillors

St Edmundsbury Borough Council (SEBC)

John Griffiths (in the Chair for the informal discussions)

Robert Everitt Alaric Pugh
Ian Houlder Joanna Rayner
Sara Mildmay-White

Forest Heath District Council (FHDC)

James Waters

David Bowman Stephen Edwards
Ruth Bowman J.P. Robin Millar
Andy Drummond

In attendance:

(SEBC)

Diane Hind (Chairman of SEBC's Overview and
Scrutiny Committee)

Susan Glossop

(FHDC)

Simon Cole (Chairman of FHDC's Overview and
Scrutiny Committee)

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

- (1) Report of St Edmundsbury's Overview and Scrutiny Committee: 18 April 2018

(With the agreement of the Chairman, the above item, which was for noting only, had been brought forward to the start of the informal discussions to allow sufficient time for Councillor Diane Hind, Chairman of the SEBC Overview and Scrutiny Committee, to present her report as she would shortly need to leave the meeting due to another engagement.)

- (2) Building Control Resourcing; and
- (3) Report of the Anglia Revenues and Benefits Partnership Joint Committee: 27 March 2018.

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

The Chairman/Leader of St Edmundsbury Borough Council, welcomed all those present to West Suffolk House. The Service Manager (Democratic Services) and Monitoring Officer firstly advised on the format of the proceedings for the informal discussions and subsequent separate meetings of each authority.

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

1. **Open Forum**

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

2. **Public Participation**

There were no members of the public in attendance.

3. **Report of the SEBC Overview and Scrutiny Committee: 18 April 2018**

(Report No: CAB/SE/18/030)

The Cabinets received and noted the above report, which informed Members of the following substantive items discussed by the SEBC Overview and Scrutiny Committee on 18 April 2018:

- (1) Annual Presentation by the Cabinet Member for Families and Communities;
- (2) Monitoring Community Safety Activities including Western Suffolk Community Safety Partnership;
- (3) Review of Bury St Edmunds Christmas Fayre – Scoping Report; and
- (4) Update and Approval of the 2018-2019 Work Programme.

Councillor Diane Hind, Chairman of SEBC's Overview and Scrutiny (O&S) Committee, drew relevant issues to the attention of the Cabinets, including that the Committee had agreed to establish a joint task and finish group,

comprising Members of SEBC's and FHDC's Overview and Scrutiny Committees to review the Bury St Edmunds Christmas Fayre. The outcomes of this review would be implemented following the creation of West Suffolk Council, therefore it was considered appropriate to gather views from Forest Heath Members to provide a different perspective on the review.

In addition, the Committee had agreed to take forward a review of non-idling zones in the Borough, which would include investigating the extent to which air quality across St Edmundsbury should be considered. Although originally a 'Suggestion for Scrutiny' proposed for SEBC's O&S Committee to consider, which had emanated from a motion on notice referred from SEBC's Council meeting on 19 December 2017, Councillor Hind reported that Forest Heath's O&S Committee was also keen to look at the issue too.

(SEBC Councillor Hind left the meeting at the conclusion of this item.)

4. Building Control Resourcing

(Report Nos: CAB/SE/18/028 and CAB/FH/18/028)

The Cabinets considered the above report, which sought approval for an increase in permanent resource within the Building Control Service by one full-time equivalent (FTE) with the necessary budget adjustments to support this.

Building Control was a statutory service provided by all local authorities to enforce Building Regulations within their area. Only the local authority had the obligation to take enforcement action over non-compliance with Building Regulations, and this could not be delegated to a private sector provider.

Councillor Alaric Pugh, SEBC's Portfolio Holder for Planning and Growth, drew relevant issues to the attention of the Cabinets, including that a review had recently been undertaken on the service to ensure it remained in line with providing a modern, resilient, commercial building control service that met the growth needs within West Suffolk and maintained public protection. The outcomes of this review were summarised in section 1.2 of the report.

In order to achieve the priorities and objectives set out in the Development Plan for the Building Control Service which had emanated from the review, the Cabinets recognised the importance of ensuring suitable capacity and resilience was put in place to meet the current service demand, and to support service improvement and growth. The recommendations set out in the report were therefore unanimously supported.

5. Report of the Anglia Revenues and Benefits Partnership Joint Committee: 27 March 2018

(Report Nos: CAB/SE/18/029 and CAB/FH/18/029)

The Cabinets received and noted the above report, which informed Members of the following substantive items discussed by the Anglia Revenues and Benefits Partnership Joint Committee on 27 March 2018:

- (1) Highlight Report, Balance Scorecard and Finance Report;
- (2) Welfare Reform Update;
- (3) Anglia Revenues Partnership Risk Register;
- (4) Forthcoming Issues;
- (5) Exempt: Risk Based Verification;
- (6) Exempt: ARP Briefing Note;
- (7) Exempt: Future of ARP Trading Limited
- (8) Exempt: ARP Trading Limited: Financial Implications

Councillors Stephen Edwards and Ian Houlder, FHDC's and SEBC's Portfolio Holders for Resources and Performance, drew relevant issues to the attention of the Cabinets.

In response to a question, Members were informed that following the roll-out of the full Universal Credit service in St Edmundsbury in October 2017, an update would be provided on the success of its operation since implementation.

On the conclusion of the informal joint discussions at 6.51 pm, the Chairman then formally opened the meeting of St Edmundsbury Borough Council's Cabinet at 6.51 pm in the Conference Chamber West, which upon conclusion at 6.54 pm, was immediately followed by Forest Heath District Council's Cabinet, also in the Conference Chamber West.

See overleaf for formal minutes.....

Cabinet



St Edmundsbury
BOROUGH COUNCIL

Minutes of a meeting of the **Cabinet** held on
Tuesday 22 May 2018 at **6.51 pm** in the **Conference Chamber West, West
Suffolk House**, Western Way, Bury St Edmunds IP33 3YU

Present: **Councillors**

Chairman John Griffiths (Leader of the Council) (in the Chair)
Vice Chairman Sara Mildmay-White (Deputy Leader)

Robert Everitt
Ian Houlder

Alaric Pugh
Joanna Rayner

In attendance:
Susan Glossop

467. **Apologies for Absence**

Apologies for absence were received from Councillors Carol Bull and Peter Stevens.

468. **Minutes**

The minutes of the meetings held on 27 February 2018, 27 March 2018 and 17 April 201 were confirmed as correct records and signed by the Chairman.

469. **Open Forum**

No non-Cabinet Members in attendance wished to specifically speak on Items 7 to 9.

470. **Public Participation**

There were no members of the public in attendance.

471. **Report of the Overview and Scrutiny Committee: 18 April 2018**

(Report No: CAB/SE/18/030)

(With the agreement of the Chairman, this item, which was for noting only, had been brought forward to the start of the informal discussions to allow sufficient time for Councillor Diane Hind, Chairman of the SEBC Overview and Scrutiny Committee, to present her report.)

Further to the joint informal discussions held prior to the meeting with Forest Heath District Council's Cabinet on Report No: CAB/SE/18/030, it was agreed that the report be **NOTED**.

472. Building Control Resourcing

(Report No: CAB/SE/18/028)

Further to the joint informal discussions held prior to the meeting with Forest Heath District Council's Cabinet on Report No: CAB/SE/18/028 it was proposed, seconded and

RESOLVED:

That:

- (1) approval be given to increase the permanent establishment of the Building Control Service by one Full-Time Equivalent (FTE), as set out in Report No: CAB/SE/18/028; and
- (2) having approved Recommendation (1), an additional £57,000 corporate savings/income target be added to the revenue budgets in order to create the funding required to support the additional post.

473. Report of the Anglia Revenues and Benefits Partnership Joint Committee: 27 March 2018

(Report No: CAB/SE/18/029)

Further to the joint informal discussions held prior to the meeting with Forest Heath District Council's Cabinet on Report No: CAB/SE/18/029, it was agreed that the report be **NOTED**.

474. Annual Review and Appointment of Cabinet's Working Party, Joint Committees/Panels and Other Groups

(Report No: CAB/SE/18/031)

The Cabinet considered Report No: CAB/SE/18/031, which presented the annual review and appointment of the Cabinet's Working Party, Joint Committees/Panels and Other Groups: 2018/2019.

Councillor John Griffiths, Leader of the Council, drew relevant issues to the attention of the Cabinet, including that the Cabinet was required to review the membership and Terms of Reference of its Working Party, Joint Committees/Panels and Other Groups for 2018/2019.

The existing Terms of Reference and membership for the relevant bodies were attached as Appendix A to E inclusive.

As an interim review had been undertaken relatively recently in January 2018, no changes were recommended to the majority of the existing arrangements, with the exception of the following:

- To consider disbanding The Apex Performance Panel in its current form with the intention for The Apex's performance being monitored by the two scrutiny committees.

The Cabinet also noted the proposed establishment of the Joint Executive (Cabinet) Committee, which had been approved at the Annual Meeting of Council on 17 May 2018. This new joint committee would comprise all current Members of Forest Heath District Council's and St Edmundsbury Borough Council's Cabinets and would have executive decision making powers. Historically, with this meeting included, where decisions were required of both Cabinets on the same subject matter, informal joint discussions were held on the common item, and as constitutionally required, these were immediately followed by individual Cabinet meetings to vote on the matter, which was often confusing. Executive decisions could now be made by the Joint Executive (Cabinet) Committee, thus avoiding the need for separate Cabinet meetings. The Key Decision threshold had also been increased from £50,000 to £100,000 for the individual Cabinets and the Joint Executive (Cabinet) Committee.

The first meeting of the Joint Executive (Cabinet) Committee would be held on Tuesday 26 June 2018 at 6pm.

(Note: subsequent to the meeting, the above meeting date was changed to Monday 25 June 2018.)

RESOLVED:

That:

- (1) the Grant Working Party continues to operate in accordance with its current Terms of Reference, as detailed in Appendix A of Report No: CAB/SE/18/031;
- (2) the Growth and Innovation Group continues to operate in accordance with its current Terms of Reference, as detailed in Appendix B of Report No: CAB/SE/18/031;
- (3) the Future Governance Steering Group continues to operate in accordance with its current Terms of Reference contained in Appendix C;
- (4)
 - (a) The West Suffolk Joint Health and Safety Panel and the West Suffolk Joint Staff Consultative Panel continue to operate in accordance with their current Terms of Reference contained in Appendices D and E respectively; and
 - (b) periodical meetings of the Joint Panels continue to be scheduled as and when required but with regard to the discussion outlined in Section 1.3.18.

- (5)
- (a) the Portfolio Holder for Resources and Performance be re-appointed as the full Member and the Portfolio Holders for Families and Communities, and Housing be re-appointed as the two substitute Members to the Anglia Revenues and Benefits Partnership Joint Committee for 2018/2019;
 - (b) the proposal to establish and appoint to a Joint Executive (Cabinet) Committee for consideration by Council at its Annual Meeting on 17 May 2018, be noted;
 - (c) should any future changes to membership of the bodies listed in (1) and (2) above be required during 2018/2019, the Service Manager (Democratic Services) be requested to exercise their existing delegated authority to appoint on the nomination of the Leader of the Council.
- (6)
- (a) the Cabinet's existing informal Working Groups be retained or disbanded as indicated in Section 1.5.2; and
 - (b) provided that resources are available to support them, further informal task-and-finish working groups continue to be established to consider specific issues as required throughout 2018/2019.
- (7)
- (a) St Edmundsbury Borough Council's membership (including substitutes) of the Grant Working Party, Future Governance Steering Group, West Suffolk Joint Health and Safety Panel, West Suffolk Joint Staff Consultative Panel, as set out in Table 1 of Appendices A, C, D and E respectively, be re-appointed for 2018/2019.
 - (b) should any future changes to membership of the bodies listed in (1) above be required in the remainder of 2018/2019, the Service Manager (Democratic Services) be requested to exercise their existing delegated authority to appoint on the nominations of Group Leaders; and
 - (c) such appointments be made on the basis of political balance requirements, where applicable and identified in Report No: CAB/SE/18/031.
- (8) The Members stated in Section 1.7.2 be re-appointed as observers to the respective outside bodies listed, and to NOTE the Leader or ex-officio appointments to the project or partnership groups listed in Section 1.7.3 and 1.7.4.

475. Decisions Plan: 1 May 2018 to 31 May 2018

(Report No: CAB/SE/18/032)

The Cabinet considered Report No: CAB/SE/18/032, which was the executive Decisions Plan covering the period 1 May 2018 to 31 May 2018.

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

The meeting concluded at 6.54 pm

Signed by:

Chairman

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Joint Executive (Cabinet) Committee



Forest Heath
District Council

Title of Report:	Report of Forest Heath's Performance and Audit Scrutiny Committee: 31 May 2018	
Report No:	CAB/JT/18/001	
Report to and date:	Joint Executive (Cabinet) Committee	25 June 2018
Portfolio holder:	Councillor Stephen Edwards FHDC Portfolio Holder for Resources and Performance Tel: 01799 530325 Email: stephen.edwards@forest-heath.gov.uk	
Chairman of the Committee:	Councillor Louis Busuttil Chairman of FHDC's Performance and Audit Scrutiny Committee Tel: 01638 810517 Email: louis.busuttil@forest-heath.gov.uk	
Lead Officer:	Christine Brain Democratic Services Officer (Scrutiny) Tel: 01638 719729 Email: Christine.brain@westsuffolk.gov.uk	
Purpose of report:	<p>On 31 May 2018, the Performance and Audit Scrutiny Committee held an informal joint meeting with Members of St Edmundsbury Performance and Audit Scrutiny Committee, and <u>considered the following items jointly:</u></p> <ol style="list-style-type: none"> (1) External Quality Assessment of Internal Audit Outcomes; (2) Internal Audit Annual Report (2017-2018); (3) Outline Internal Audit Report (2018-2019); (4) Balanced Scorecards Quarter Four Performance (2017-2018) 	

	<p>(5) 2018-2019 Draft Performance Indicators and Targets;</p> <p>(6) West Suffolk Strategic Risk Register Quarterly Monitoring Report – March 2018;</p> <p>(7) Financial Outturn Report (Revenue and Capital) (2017-2018);</p> <p>(8) Ernst and Young – 2018-2019 Indicative Fees; and</p> <p>(9) Work Programme Update.</p>
Recommendation:	It is <u>RECOMMENDED</u> that Report No: CAB/JT/18/001, being the report of Forest Heath’s Performance and Audit Scrutiny Committee, be noted.
Key Decision:	No, it is not a Key Decision - <input checked="" type="checkbox"/> Report for information only.
Consultation:	<ul style="list-style-type: none"> • See reports listed in Section 2 below.
Alternative option(s):	<ul style="list-style-type: none"> • See reports listed in Section 2 below.
Implications:	
<i>Are there any financial implications? If yes, please give details</i>	Yes <input type="checkbox"/> No <input type="checkbox"/> Please see background papers.
<i>Are there any staffing implications? If yes, please give details</i>	Yes <input type="checkbox"/> No <input type="checkbox"/> Please see background papers.
<i>Are there any ICT implications? If yes, please give details</i>	Yes <input type="checkbox"/> No <input type="checkbox"/> Please see background papers.
<i>Are there any legal and/or policy implications? If yes, please give details</i>	Yes <input type="checkbox"/> No <input type="checkbox"/> Please see background papers.
<i>Are there any equality implications? If yes, please give details</i>	Yes <input type="checkbox"/> No <input type="checkbox"/> Please see background papers.
Risk/opportunity assessment:	Please see background papers.
Ward(s) affected:	All Wards
Background papers:	Please see background papers, which are listed at the end of the report.
Documents attached:	None

1. Key issues and reasons for recommendation

1.1 External Quality Assessment of Internal Audit Outcomes (Report No: PAS/FH/18/011)

- 1.1.1 The Committee received and **noted** Report No: PAS/FH/18/011, which informed members on the outcome of the recent External Quality Assessment of the internal audit function.
- 1.1.2 The main conclusion from the assessor which was set out on page 2, paragraph 3 of Appendix A stated that "*no areas of non-compliance with the Standards were identified that would affect the overall scope or operation of the internal audit activity*" and that "*Council officers clearly value audit's input, requesting reviews, support and advice*".
- 1.1.3 However, the report had raised a number of recommendations and suggestions which had been agreed by the Internal Audit Service Manager, which were contained within the action plan included in the assessor's report as Appendix 1, and progress against the action plan would be reported to the Committee in due course.
- 1.1.4 In response to a questions raised, members were informed that the external assessment had helped to confirm that the work carried out by Internal Audit was operating in accordance with the Standards.

1.2 Internal Audit Annual Report (2017-2018) (Report No: PAS/FH/18/012)

- 1.2.1 This report summarised the work undertaken by Internal Audit for the year ending 31 March 2018. Attached at Appendix A to the report was the Internal Audit Annual Report, and summaries of the audit work carried out during the year across West Suffolk was attached as Appendix B. The report also included information which demonstrated the councils' progress made during the year in developing and maintaining an anti-fraud and anti-corruption culture and published actions taken where fraud or misconduct had been identified (Appendix C).
- 1.2.2 In response to a question raised regarding Non Domestic Rates and the five points set out in paragraphs 8.4 to 8.8 of the report, regarding key areas where improvements were required, officers agreed to provide a written response on how the council was addressing the issues.
- 1.2.3 The Committee **endorsed** the conclusion drawn in respect of the annual review of the effectiveness of internal audit and **noted** the contents of the Annual Internal Audit Report for 2017/18 (Appendix A) and the Managing the Risk of Fraud, Theft and Corruption Report at Appendix C.

1.3 Outline Internal Audit Plan (2018-2019) (Report No: PAS/FH/18/013)

- 1.3.1 This report provided details of the proposed Outline Internal Audit Plan for 2018-2019.

- 1.3.2 The proposed 2018-2019 Audit Plan, attached at Appendix A to the report was a risk based plan of work for the Internal Audit team which provided a framework for ensuring that audit resources were focused on activities that would make the most difference to supporting West Suffolk priorities.
- 1.3.3 The draft Internal Audit Plan included two categories of work, which supported the annual internal audit opinion (assurance work) and other (non-assurance work). The intention was that as far as possible the audits would be undertaken in priority order and as many of the audits completed as possible within the available resources.
- 1.3.4 The Committee considered the report, and **approved** the Internal Audit Plan for 2018-2019.

1.4 **Balanced Scorecards and Quarter 4 Performance Report 2017-2018 (Report No: PAS/FH/18/014)**

- 1.4.1 The Committee received and **noted** Report No: PAS/FH/18/014, which set out the West Suffolk Balanced Scorecards being used to measure the Council's performance for 2017-2018 and an overview of performance against those indicators for the fourth quarter of 2017-2018. The five balanced scorecards (attached at Appendices A to E to Report No: PAS/FH/18/014) were linked to the Assistant Director's Service areas, which presented Quarter 4 2017-2018 performance.
- 1.4.2 Most indicators reported performance against an agreed target using a traffic light system with additional commentary provided for performance indicators below optimum performance.
- 1.4.3 Members considered the report and each appendix in detail and asked questions to which comprehensive responses were provided. In particular discussions were held on:
- Appendix B, (Families and Communities): "*Housing options – numbers in Bands A and B*"
 - Appendix C (HR, Legal and Democratic Services): "*HR – time take to complete recruitment process*"
 - Appendix D (Planning and Regulatory): "*Solar panels and 5-star food rating regime*"
 - Appendix E (Operations): "*Number of flytipping incidents recorded in West Suffolk*"

1.4.4 No issues were required to be brought to the attention of Cabinet.

1.5 **2018-2019 Draft Performance Indicators and Targets (Report No: PAS/FH/18/015)**

- 1.5.1 The Committee received and **noted** Report No: PAS/FH/18/015, which provided members with the opportunity to discuss and review the

principles, metrics and format proposed to be used for performance management for 2018-2019.

1.5.2 The proposed Key Performance Indicators (KPIs) for 2018-2019 had been categorised to match up against the Strategic Priorities (inclusive growth; families and communities; housing) or day-to-day service delivery creating four scorecards, which was attached as Appendix A to the report.

1.5.3 Members were asked to scrutinise the proposed balanced scorecard indicators and targets for 2018-2019, and identify any further information required for their use commencing in Quarter 1, which would be presented to the Committee in July 2018.

1.5.4 Members considered the report and acknowledged the Committee would be able to add commentary during the year as the proposed KPIs evolved. However, members sought reassurance that KPIs beyond the councils strategic priorities would also continue to be scrutinised, such as homelessness, planning and flytipping, which were also important.

1.6 **West Suffolk Strategic Risk Register Quarterly Monitoring Report – March 2018 (Report No: PAS/FH/18/016)**

1.6.1 The Committee received and **noted** the fourth quarterly risk register monitoring report in respect of the West Suffolk Strategic Risk Register. The Register was updated regularly by the Risk Management Group and at its recent meeting in March 2018 the Group reviewed the target risk, the risk level where the Council aimed to be, and agreed a current risk assessment. These assessments formed the revised West Suffolk Strategic Risk Register (Appendix 1 to Report No: PAS/FH/18/016).

1.6.2 Some individual controls or actions had been updated and those that were not ongoing and had been completed by March 2018 had been removed from the register.

1.6.3 There had been no major amendments made to any existing risks since the Strategic Risk Register was last reported to the Committee. Also no existing risks had been closed since the Register was last reported to the Committee. However, one new action had been added to risk number WS14 (Service failure through unplanned events) "*Adoption of lessons learnt from Carillion and Capita issues. Revise procurement and contract management policies to include learning*".

1.6.4 No issues were required to be brought to the attention of Cabinet.

1.7 **Financial Outturn Report (Revenue and Capital) (2017-2018) (Report No: PAS/FH/18/017)**

1.7.1 The Committee received the financial outturn report, which updated Members on the outturn revenue and capital position for 2017-2018.

1.7.2 Attached at Appendix A to the report was the overall revenue year end position, which showed a break-even against the budget, and at

- Appendix B was the revenue outturn position as at 31 March 2018. An analysis of the revenue variances for 2017-2018 was attached as Appendix C. The Council's capital outturn position for the year end 2017-2018 was attached at Appendix D, which showed expenditure of £2,486,880. Appendix E to the report summarised the earmarked reserves for the year end position for 2017-2018.
- 1.7.3 The Committee considered the report and there being no issues raised and no decision required, the Committee **noted** the 2017-2018 outturn revenue and capital outturn positions as set out in Appendices B and D to Report No: PAS/FH/18/017.
- 1.8 **Ernst and Young – 2018-2019 Indicative Fees (Report No: PAS/FH/18/019)**
- 1.8.1 The Committee received and **noted** a report from the Council's external auditor, Ernst and Young (EY) which provided the basis to review EY's indicative fees for the 2018/2019 audit as set out in the letter attached at Appendix B to the report.
- 1.8.2 The indicative fees represented a reduction of 23% from the planned fees for 2017-2018. The indicative fees would be reviewed and updated as necessary following the completion of the 2017-2018 audit.
- 1.8.3 However, the fee did not include the certification of the council's 2018-2019 housing benefit subsidy claim. It was reported that the provision of Housing Benefit subsidy certification audit services fell outside of the Public Sector Audit Appointments audit of appointing auditors. Therefore they needed to be appointed by each participating council. In order to keep consistency of approach across each partner council that made up the Anglia Revenue Partnership, it was proposed to continue to use EY to deliver the Housing Benefit subsidy certification service for 2018-2019. The indicative fee reported represented a reduction of 1.6% from the fees for 2017-2018.
- 1.8.4 The Committee scrutinised the indicative fees and asked questions to which responses were provided. In response to a question raised regarding indicative fees for 2019-2020, the Assistant Director (Resources and Performance) advised that assumptions had been made and was hopeful that there would be further reductions in the fee level.
- 1.9 **Work Programme Update (Report No: PAS/FH/18/019)**
- 1.9.1 The Committee received Report No: PAS/FH/18/019, which provided information on the current status of its forward work programme for 2018-2019.
- 1.9.2 The Committee was advised on some changes to the July and September work programme items. It was proposed that the first quarter monitoring reports currently scheduled for September be brought forward to an additional Informal Joint meeting to be held on 25 July 2018, commencing at 5.30pm at St Edmundsbury Borough Council. Therefore on 25 July 2018 there would be three meetings:

- 5pm: St Edmundsbury's Performance and Audit Scrutiny Committee: (Approval of Accounts)
- 5.30pm: Informal Joint Performance and Audit Scrutiny
- 6pm: Forest Heath's Performance and Audit Scrutiny Committee: (Approval of Accounts)

1.9.3 Finally, members were informed that both Councils' Overview and Scrutiny Committees on 6 and 7 June 2018 would be considering a report to establish a West Suffolk Joint Task and Finish Group to review the Garden Waste Collection Service. The Group would be made up of eight members (four from each council), with one from each council being a member of the Performance and Audit Scrutiny Committee.

Members were asked to inform the Democratic Services Officer (Scrutiny) by Tuesday 5 June 2018 if they were interested in sitting on the Group as the Performance and Audit Scrutiny representative for Forest Heath District Council / St Edmundsbury Borough Council.

1.9.4 The Committee **noted** the contents of its forward work programme for 2018-2019, and the changes made by officers to its July 2018 meeting.

2. Background Papers

- 2.1.1 Report No: [PAS/FH/18/011](#) and [Appendix A](#) to the Performance and Audit Scrutiny Committee: External Quality Assessment of Internal Audit Outcomes
- 2.1.2 Report No: [PAS/FH/18/012](#) and [Appendix A](#); [Appendix B](#); [Appendix C](#) to the Performance and Audit Scrutiny Committee: Internal Audit Annual Report (2017-2018)
- 2.1.3 Report No: [PAS/FH/18/013](#) and [Appendix A](#) to the Performance and Audit Scrutiny Committee: Outline Internal Audit Plan (2018-2019)
- 2.1.4 Report No: [PAS/FH/18/014](#) and [Appendix A](#); [Appendix B](#); [Appendix C](#); [Appendix D](#); [Appendix E](#) to the Performance and Audit Scrutiny Committee: Balanced Scorecards and Quarter Four Performance Report 2017-2018
- 2.1.5 Report No: [PAS/FH/18/015](#) and [Appendix A - Commentary](#), [Appendix A - Growth](#); [Appendix A - Families and Communities](#); [Appendix A - Housing](#); [Appendix A - Day to Day](#); [Appendix A - Budget Monitoring](#) to the Performance and Audit Scrutiny Committee: 2018-2019 Draft Performance Indicators and Targets
- 2.1.6 Report No: [PAS/FH/18/016](#) and [Appendix 1](#) to the Performance and Audit Scrutiny Committee: West Suffolk Strategic Risk Register Quarterly Monitoring Report – March 2017

- 2.1.7 Report No: [PAS/FH/18/017](#) and [Appendix A](#); [Appendix B](#); [Appendix C](#); [Appendix D](#); [Appendix E](#) to the Performance and Audit Scrutiny Committee: Financial Outturn Report (Revenue and Capital) 2017-2018
- 2.1.8 Report No: [PAS/FH/18/018](#), [Appendix B](#) and [Appendix D](#) to the Performance and Audit Scrutiny Committee: Ernst and Young – 2018-2019 Indicative Fees
- 2.1.9 Report No: [PAS/FH/18/019](#) to the Performance and Audit Scrutiny Committee: Work Programme Update

Joint Executive (Cabinet) Committee



St Edmundsbury
BOROUGH COUNCIL

Title of Report:	Report of St Edmundsbury's Performance and Audit Scrutiny Committee: 31 May 2018	
Report No:	CAB/JT/18/002	
Report to and date:	Joint Executive (Cabinet) Committee	25 June 2018
Portfolio holder:	Councillor Ian Houlder SEBC Portfolio Holder for Resources and Performance Tel: 07970 729435 Email: ian.houlder@stedsbc.gov.uk	
Chairman of the Committee:	Councillor Sarah Broughton Chairman of SEBC's Performance and Audit Scrutiny Committee Tel: 01284 787327 Email: sarah.broughton@stedsbc.gov.uk	
Lead Officer:	Christine Brain Democratic Services Officer (Scrutiny) Tel: 01638 719729 Email: Christine.brain@westsuffolk.gov.uk	
Purpose of report:	<p>On 31 May 2018, the Performance and Audit Scrutiny Committee held an informal joint meeting with Members of Forest Heath's Performance and Audit Scrutiny Committee, and <u>considered the following items jointly:</u></p> <ol style="list-style-type: none"> (1) External Quality Assessment of Internal Audit Outcomes; (2) Internal Audit Annual Report (2017-2018); (3) Outline Internal Audit Report (2018-2019); (4) Balanced Scorecards Quarter Four Performance (2017-2018) 	

	<p>(5) 2018-2019 Draft Performance Indicators and Targets;</p> <p>(6) West Suffolk Strategic Risk Register Quarterly Monitoring Report – March 2018;</p> <p>(7) Financial Outturn Report (Revenue and Capital) (2017-2018);</p> <p>(8) Ernst and Young – 2018-2019 Indicative Fees; and</p> <p>(9) Work Programme Update.</p>
Recommendation:	It is <u>RECOMMENDED</u> that Report No: CAB/SE/18/002, being the report of St Edmundsbury’s Performance and Audit Scrutiny Committee, be noted.
Key Decision:	No, it is not a Key Decision - <input checked="" type="checkbox"/> Report for information only.
Consultation:	<ul style="list-style-type: none"> • See reports listed in Section 2 below.
Alternative option(s):	<ul style="list-style-type: none"> • See reports listed in Section 2 below.
Implications:	
<i>Are there any financial implications? If yes, please give details</i>	Yes <input type="checkbox"/> No <input type="checkbox"/> Please see background papers.
<i>Are there any staffing implications? If yes, please give details</i>	Yes <input type="checkbox"/> No <input type="checkbox"/> Please see background papers.
<i>Are there any ICT implications? If yes, please give details</i>	Yes <input type="checkbox"/> No <input type="checkbox"/> Please see background papers.
<i>Are there any legal and/or policy implications? If yes, please give details</i>	Yes <input type="checkbox"/> No <input type="checkbox"/> Please see background papers.
<i>Are there any equality implications? If yes, please give details</i>	Yes <input type="checkbox"/> No <input type="checkbox"/> Please see background papers.
Risk/opportunity assessment:	Please see background papers.
Ward(s) affected:	All Wards
Background papers:	Please see background papers, which are listed at the end of the report.
Documents attached:	None

1. Key issues and reasons for recommendation

1.1 External Quality Assessment of Internal Audit Outcomes (Report No: PAS/SE/18/009)

- 1.1.1 The Committee received and **noted** Report No: PAS/SE/18/009, which informed members on the outcome of the recent External Quality Assessment of the internal audit function.
- 1.1.2 The main conclusion from the assessor which was set out on page 2, paragraph 3 of Appendix A stated that "*no areas of non-compliance with the Standards were identified that would affect the overall scope or operation of the internal audit activity*" and that "*Council officers clearly value audit's input, requesting reviews, support and advice*".
- 1.1.3 However, the report had raised a number of recommendations and suggestions which had been agreed by the Internal Audit Service Manager, which were contained within the action plan included in the assessor's report as Appendix 1, and progress against the action plan would be reported to the Committee in due course.
- 1.1.4 In response to a questions raised members were informed that the external assessment had helped to confirm that the work carried out by Internal Audit was operating in accordance with the Standards.

1.2 Internal Audit Annual Report (2017-2018) (Report No: PAS/SE/18/010)

- 1.2.1 This report summarised the work undertaken by Internal Audit for the year ending 31 March 2018. Attached at Appendix A to the report was the Internal Audit Annual Report, and summaries of the audit work carried out during the year across West Suffolk was attached as Appendix B. The report also included information which demonstrated the councils' progress made during the year in developing and maintaining an anti-fraud and anti-corruption culture and published actions taken where fraud or misconduct had been identified (Appendix C).
- 1.2.2 In response to a question raised regarding Non Domestic Rates and the five points set out in paragraphs 8.4 to 8.8 of the report, regarding key areas where improvements were required, officers agreed to provide a written response on how the council was addressing the issues.
- 1.2.3 The Committee **endorsed** the conclusion drawn in respect of the annual review of the effectiveness of internal audit and **noted** the contents of the Annual Internal Audit Report for 2017/18 (Appendix A) and the Managing the Risk of Fraud, Theft and Corruption Report at Appendix C.

1.3 Outline Internal Audit Plan (2018-2019) (Report No: PAS/SE/18/011)

- 1.3.1 This report provided details of the proposed Outline Internal Audit Plan for 2018-2019.

- 1.3.2 The proposed 2018-2019 Audit Plan, attached at Appendix A to the report was a risk based plan of work for the Internal Audit team which provided a framework for ensuring that audit resources were focused on activities that would make the most difference to supporting West Suffolk priorities.
- 1.3.3 The draft Internal Audit Plan included two categories of work, which supported the annual internal audit opinion (assurance work) and other (non-assurance work). The intention was that as far as possible the audits would be undertaken in priority order and as many of the audits completed as possible within the available resources.
- 1.3.4 The Committee considered the report, and **approved** the Internal Audit Plan for 2018-2019.

1.4 **Balanced Scorecards and Quarter 4 Performance Report 2017-2018 (Report No: PAS/SE/18/012)**

- 1.4.1 The Committee received and **noted** Report No: PAS/SE/18/012, which set out the West Suffolk Balanced Scorecards being used to measure the Council's performance for 2017-2018 and an overview of performance against those indicators for the fourth quarter of 2017-2018. The five balanced scorecards (attached at Appendices A to E to Report No: PAS/SE/18/012) were linked to the Assistant Director's Service areas, which presented Quarter 4 2017-2018 performance.
- 1.4.2 Most indicators reported performance against an agreed target using a traffic light system with additional commentary provided for performance indicators below optimum performance.
- 1.4.3 Members considered the report and each appendix in detail and asked questions to which comprehensive responses were provided. In particular discussions were held on:
- Appendix B, (Families and Communities): "*Housing options – numbers in Bands A and B*"
 - Appendix C (HR, Legal and Democratic Services): "*HR – time take to complete recruitment process*"
 - Appendix D (Planning and Regulatory): "*Solar panels and 5-star food rating regime*"
 - Appendix E (Operations): "*Number of flytipping incidents recorded in West Suffolk*"

- 1.4.4 No issues were required to be brought to the attention of Cabinet.

1.5 **2018-2019 Draft Performance Indicators and Targets (Report No: PAS/SE/18/013)**

- 1.5.1 The Committee received and **noted** Report No: PAS/SE/18/013, which provided members with the opportunity to discuss and review the

principles, metrics and format proposed to be used for performance management for 2018-2019.

1.5.2 The proposed Key Performance Indicators (KPIs) for 2018-2019 had been categorised to match up against the Strategic Priorities (inclusive growth; families and communities; housing) or day-to-day service delivery creating four scorecards, which was attached as Appendix A to the report.

1.5.3 Members were asked to scrutinise the proposed balanced scorecard indicators and targets for 2018-2019, and identify any further information required for their use commencing in Quarter 1, which would be presented to the Committee in July 2018.

1.5.4 Members considered the report and acknowledged the Committee would be able to add commentary during the year as the proposed KPIs evolved. However, members sought reassurance that KPIs beyond the councils strategic priorities would also continue to be scrutinised, such as homelessness, planning and flytipping, which were also important.

1.6 **West Suffolk Strategic Risk Register Quarterly Monitoring Report – March 2018 (Report No: PAS/SE/18/014)**

1.6.1 The Committee received and **noted** the fourth quarterly risk register monitoring report in respect of the West Suffolk Strategic Risk Register. The Register was updated regularly by the Risk Management Group and at its recent meeting in March 2018 the Group reviewed the target risk, the risk level where the Council aimed to be, and agreed a current risk assessment. These assessments formed the revised West Suffolk Strategic Risk Register (Appendix 1 to Report No: PAS/SE/18/014).

1.6.2 Some individual controls or actions had been updated and those that were not ongoing and had been completed by March 2018 had been removed from the register.

1.6.3 There had been no major amendments made to any existing risks since the Strategic Risk Register was last reported to the Committee. Also no existing risks had been closed since the Register was last reported to the Committee. However, one new action had been added to risk number WS14 (Service failure through unplanned events) "*Adoption of lessons learnt from Carillion and Capita issues. Revise procurement and contract management policies to include learning*".

1.6.4 Members considered the report and did not raise any issues for the attention of Cabinet.

1.7 **Financial Outturn Report (Revenue and Capital) (2017-2018) (Report No: PAS/SE/18/015)**

1.7.1 The Committee received the financial outturn report, which updated Members on the outturn revenue and capital position for 2017-2018.

- 1.7.2 Attached at Appendix F to the report was the overall revenue year end position, which showed an underspend of £35,523, and in accordance with recommendations made by Council on 20 February 2018, the underspend would be transferred to the council's Invest to Save reserve (Appendix J). An analysis of the revenue variances for 2017-2018 was attached as Appendix H. The Council's capital outturn position for the year end 2017-2018 was attached at Appendix I, which showed expenditure of £14,712,450. Appendix J to the report summarised the earmarked reserves for the year end position for 2017-2018.
- 1.7.3 The Committee considered the report, and there being no issues raised and no decision required, the Committee **noted** the 2017-2018 outturn revenue and capital outturn positions as set out in Appendices G and I to Report No: PAS/SE/18/015.
- 1.8 **Ernst and young – 2018-2019 Indicative Fees (Report No: PAS/SE/18/016)**
- 1.8.1 The Committee received and **noted** a report from the Council's external auditor, Ernst and Young (EY) which provided the basis to review EY's indicative fees for the 2018/2019 audit as set out in the letter attached at Appendix A to the report.
- 1.8.2 The indicative fees represented a reduction of 23% from the planned fees for 2017-2018. The indicative fees would be reviewed and updated as necessary following the completion of the 2017-2018 audit.
- 1.8.3 However, the fee did not include the certification of the council's 2018-2019 housing benefit subsidy claim. It was reported that the provision of Housing Benefit subsidy certification audit services fell outside of the Public Sector Audit Appointments audit of appointing auditors. Therefore they needed to be appointed by each participating council. In order to keep consistency of approach across each partner council that made up the Anglia Revenue Partnership, it was proposed to continue to use EY to deliver the Housing Benefit subsidy certification service for 2018-2019. The indicative fee reported represented a reduction of 1.6% from the fees for 2017-2018.
- 1.8.4 The Committee scrutinised the indicative fees and asked questions to which responses were provided. In response to a question raised regarding indicative fees for 2019-2020, the Assistant Director (Resources and Performance) advised that assumptions had been made and was hopeful that there would be further reductions in the fee level.
- 1.9 **Work Programme Update (Report No: PAS/SE/18/017)**
- 1.9.1 The Committee received Report No: PAS/SE/18/017, which provided information on the current status of its forward work programme for 2018-2019.
- 1.9.2 The Committee was advised on some changes to the July and September work programme items. It was proposed that the first quarter monitoring reports currently scheduled for September be brought forward

to an additional Informal Joint meeting to be held on 25 July 2018, commencing at 5.30pm at St Edmundsbury Borough Council. Therefore on 25 July there would be three meetings:

- 5pm: St Edmundsbury's Performance and Audit Scrutiny Committee: (Approval of Accounts)
- 5.30pm: Informal Joint Performance and Audit Scrutiny
- 6pm: Forest Heath's Performance and Audit Scrutiny Committee: (Approval of Accounts)

1.9.3 Finally, members were informed that both councils Overview and Scrutiny Committees on 6 and 7 June 2018 would be considering a report to establish a West Suffolk Joint Task and Finish Group to Review the Garden Waste Collection Service. The Group would be made up of eight members (four from each council), with one from each council being a member of the Performance and Audit Scrutiny Committee.

Members were asked to inform the Democratic Services Officer (Scrutiny) by Tuesday 5 June 2018 if they were interested in sitting on the Group as the Performance and Audit Scrutiny representative for Forest Heath District Council / St Edmundsbury Borough Council.

1.9.4 The Committee **noted** the contents of its forward work programme for 2018-2019, and the changes made by officers to its July 2018 meeting.

2. Background Papers

2.1.1 Report No: [PAS/SE/18/009](#) and [Appendix A](#) to the Performance and Audit Scrutiny Committee: External Quality Assessment of Internal Audit Outcomes

2.1.2 Report No: [PAS/SE/18/010](#), [Appendix A](#), [Appendix B](#) and [Appendix C](#) to the Performance and Audit Scrutiny Committee: Internal Audit Annual Report (2017-2018)

2.1.3 Report No: [PAS/SE/18/011](#) and [Appendix A](#) to the Performance and Audit Scrutiny Committee: Outline Internal Audit Plan (2018-2019)

2.1.4 Report No: [PAS/SE/18/012](#) and [Appendix A](#), [Appendix B](#), [Appendix C](#), [Appendix D](#), [Appendix E](#) to the Performance and Audit Scrutiny Committee: Balanced Scorecards and Quarter 4 Performance Report 2017-2018

2.1.5 Report No: [PAS/SE/18/013](#) to the Performance and Audit Scrutiny Committee: 2018-2019 Draft Performance Indicators and Targets

2.1.6 Report No: [PAS/SE/18/014](#) and [Appendix 1](#) to the Performance and Audit Scrutiny Committee: West Suffolk Strategic Risk Register Quarterly Monitoring Report – March 2017

- 2.1.7 Report No: [PAS/SE/18/015](#) and [Appendix F](#), [Appendix G](#), [Appendix H](#), [Appendix I](#) and [Appendix J](#) to the Performance and Audit Scrutiny Committee: Financial Outturn Report (Revenue and Capital) 2017-2018
- 2.1.8 Report No: [PAS/SE/18/016](#), [Appendix A](#) and [Appendix C](#) to the Performance and Audit Scrutiny Committee: Ernst and Young – 2018-2019 Indicative Fees
- 2.1.9 Report No: [PAS/SE/18/017](#) to the Performance and Audit Scrutiny Committee: Work Programme Update

Joint Executive (Cabinet) Committee



St Edmundsbury
BOROUGH COUNCIL

Title of Report:	Report of St Edmundsbury's Overview and Scrutiny Committee: 6 June 2018	
Report No:	CAB/JT/18/003	
Report to and date:	Joint Executive (Cabinet) Committee	25 June 2018
Chairman of the Committee:	Councillor Diane Hind Chairman of SEBC's Overview and Scrutiny Committee Tel: 01284 706542 Email: diane.hind@stedsbcc.gov.uk	
Lead Officer:	Christine Brain Democratic Services Officer (Scrutiny) Tel: 01638 719729 Email: christine.brain@westsuffolk.gov.uk	
Purpose of report:	<p>On 6 June 2018, the Overview and Scrutiny Committee considered the following items:</p> <ol style="list-style-type: none"> (1) Draft West Suffolk Annual Report (2017-2018); (2) West Suffolk Homelessness Reduction Strategy; (3) Review of Garden Waste Collection Service - Scoping Report; (4) Shadow Scrutiny Committee Nominations (Verbal); (5) Decisions Plan: 1 June 2018 to 31 March 2019 (6) Work Programme Update and Re-appointments to SCC Health Scrutiny Committee. <p>Separate reports are included on this agenda for Items (1) and (2) above.</p>	

Recommendation:	The Joint Executive (Cabinet) Committee is requested to <u>NOTE</u> the contents of Report CAB/JT/18/003, being the report of St Edmundsbury's Overview and Scrutiny Committee.		
Key Decision: <i>(Check the appropriate box and delete all those that do not apply.)</i>	<i>Is this a Key Decision and, if so, under which definition?</i> Yes, it is a Key Decision - <input type="checkbox"/> No, it is not a Key Decision - <input checked="" type="checkbox"/> Report for information only.		
Consultation:	<ul style="list-style-type: none"> See Reports listed under background papers below 		
Alternative option(s):	<ul style="list-style-type: none"> See Reports listed under background papers below 		
Implications:			
Are there any financial implications? <i>If yes, please give details</i>	Yes <input type="checkbox"/>	No <input type="checkbox"/>	<ul style="list-style-type: none"> See Reports listed under background papers below
Are there any staffing implications? <i>If yes, please give details</i>	Yes <input type="checkbox"/>	No <input type="checkbox"/>	<ul style="list-style-type: none"> See Reports listed under background papers below
Are there any ICT implications? <i>If yes, please give details</i>	Yes <input type="checkbox"/>	No <input type="checkbox"/>	<ul style="list-style-type: none"> See Reports listed under background papers below
Are there any legal and/or policy implications? <i>If yes, please give details</i>	Yes <input type="checkbox"/>	No <input type="checkbox"/>	<ul style="list-style-type: none"> See Reports listed under background papers below
Are there any equality implications? <i>If yes, please give details</i>	Yes <input type="checkbox"/>	No <input type="checkbox"/>	<ul style="list-style-type: none"> See Reports listed under background papers below
Risk/opportunity assessment:		<i>(potential hazards or opportunities affecting corporate, service or project objectives)</i>	
Risk area	Inherent level of risk (before controls)	Controls	Residual risk (after controls)
See Reports listed under background papers below			
Wards affected:		All Wards	
Background papers:		Please see background papers, which are listed at the end of the report.	
Documents attached:		None	

1. Key issues and reasons for recommendation

1.1 Draft West Suffolk Annual Report (2017-2018) (Report No: OAS/SE/18/015)

1.1.1 The Leader of the Council attended the meeting of the Overview and Scrutiny Committee and presented the Annual Report, which outlined the Draft West Suffolk Annual Report (2017-2018).

1.1.2 Members examined the document and asked a number of questions of the Leader and officers, to which comprehensive responses were provided. In particular discussions were held on infrastructure; Civil Parking Enforcement, the Anglia Revenues Partnership; Public Space Protection Orders and promotion of the Annual Report.

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

1.2 Review of Garden Waste Collection Service - Scoping Report (Report No: OAS/SE/18/017)

1.2.1 The Committee received Report No: OAS/FH/18/017, which sought the establishment of a West Suffolk Joint Task and Finish Group to review the Garden Waste Collection Service (GWCS), and make recommendations to the West Suffolk Shadow Executive in Autumn 2018.

1.2.2 A review of the GWCS was being proposed now for the following reasons:

- i) It was agreed that the subscription charge, and the service itself, would be reviewed after the first three years of operation;
- ii) A new funding arrangement with Suffolk County Council takes effect from April 2019;
- iii) Implementation arrangements for Year 4 of the GWCS would need to commence in October 2018, ready for April 2019;
- iv) IT improvements were required to reflect changes to the corporate Customer Relationship Management (CRM), online functionality and the General Data Protection Regulations (GDPR); and
- v) To consider opportunities to amend the customer "application and pay experience" and the associated service terms and conditions.

1.2.3 The Committee considered the report and asked questions to which officers duly responded. A member of the Committee stated the scheme has been a great success and hopes the Joint Task and Finish Group will minimise any "tinkering" with the scheme as it is working well.

1.2.4 The Committee **RESOLVED that Councillors John Burns, Mike Chester, Diane Hind from the Overview and Scrutiny Committee and Councillor Sarah Broughton from the Performance and Audit Committee be appointed to sit on the West Suffolk Garden Waste**

Collection Service Joint Task and Finish Group to carry out a review of the Garden Waste Collection Service and to make recommendations for 2019.

1.3 Shadow Scrutiny Committee Nominations (Verbal)

1.3.1 On 30 May 2018, the Shadow Council agreed to appoint a Shadow Scrutiny Committee of up to 13 members, consisting of up to 8 existing members from the St Edmundsbury's Overview and Scrutiny Committee, and up to 5 existing members from the Forest Heath's Overview and Scrutiny Committee, with the Chairman from each Committee being automatically appointed as one of the representatives.

1.3.3 Members considered the request to appoint up to 7 members, however only 6 members put their names forward.

Therefore the Committee **RESOLVED** that **Councillors John Burns, Mike Chester, Patrick Chung, Paula Fox, Paul Hopfensperger, Susan Glossop and Councillor Diane Hind as the Chairman of the Overview and Scrutiny Committee be appointed to sit on the Shadow Scrutiny Committee.**

1.4 Decisions Plan: 1 June 2018 to 31 March 2019 (Report No: OAS/SE/18/018)

1.4.1 The Committee considered the latest version of the Decisions Plan, covering the period 1 June 2018 to 31 March 2019. Members reviewed the Decisions Plan and asked questions, to which responses were provided.

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

1.5 Work Programme Update and Re-appointments to SCC Health Scrutiny Committee (Report No: OAS/SE/18/019)

1.5.1 Work Programme Update

The Committee received and **noted** Report No: OAS/SE/18/019, which provided an update on the current status of the Committee's Work Programme for 2018-2019, which included current Joint Task and Finish Group(s).

1.5.2 Suffolk County Council Health Scrutiny

The Committee considered the report and re-nominated Councillor Paul Hopfensperger as the Borough Council's nominated representative and re-nominated Councillor Margaret Marks as the nominated substitute on the Suffolk Health Scrutiny Committee for 2018-2019.

The Committee **RECOMMENDS** that **full Council be asked to confirm the appointments of Councillor Paul Hopfensperger as the representative and Councillor Margaret Marks as the substitute representative to the Suffolk Health Scrutiny Committee for 2018-2019.**

2. Background Papers

- 2.1.1 Report No: [OAS/SE/18/015](#) and [Appendix A](#) to the Overview and Scrutiny Committee: Draft West Suffolk Annual Report (2017-2018)
- 2.1.2 Report No: [OAS/SE/18/017](#) to the Overview and Scrutiny Committee: Review of Garden Waste Collection Service – Scoping Report
- 2.1.3 Report No: [OAS/SE/18/018](#) and [Appendix 1](#) to the Overview and Scrutiny Committee: Decisions Plan: 1 June 2018 to 31 March 2019
- 2.1.4 Report No: [OAS/SE/18/019](#), [Appendix 1](#) and [Appendix 2](#) to the Overview and Scrutiny Committee: Work Programme Update and Re-appointments to SCC Health Scrutiny Committee

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Joint Executive (Cabinet) Committee



Forest Heath
District Council

Title of Report:	Report of Forest Heath's Overview and Scrutiny Committee: 7 June 2018	
Report No:	CAB/JT/18/004	
Report to and date:	Joint Executive (Cabinet) Committee	25 June 2018
Chairman of the Committee:	Councillor Simon Cole Chairman of the Overview and Scrutiny Committee Tel: 07974 443762 Email: simon.cole@forest-heath.gov.uk	
Lead Officer:	Christine Brain Democratic Services Officer (Scrutiny) Tel: 01638 719729 Email: christine.brain@westsuffolk.gov.uk	
Purpose of report:	<p>On 7 June 2018, the Overview and Scrutiny Committee considered the following items:</p> <ul style="list-style-type: none"> (1) Draft West Suffolk Annual Report (2017-2018); (2) West Suffolk Homelessness Reduction Strategy; (3) Review of Garden Waste Collection Service - Scoping Report; (4) Shadow Scrutiny Committee Nominations (Verbal); (5) Decisions Plan: 1 June 2018 to 31 March 2019 (6) Work Programme Update and Re-appointments to SCC Health Scrutiny Committee. <p>Separate reports are included on this agenda for Items (1) and (2) above.</p>	

Recommendation:	The Joint Executive (Cabinet) Committee is requested to <u>NOTE</u> the contents of Report CAB/JT/18/004, being the report of the FHDC Overview and Scrutiny Committee.		
Key Decision: <i>(Check the appropriate box and delete all those that do not apply.)</i>	<i>Is this a Key Decision and, if so, under which definition?</i> Yes, it is a Key Decision - <input type="checkbox"/> No, it is not a Key Decision - <input checked="" type="checkbox"/> Report for information only.		
Consultation:	<ul style="list-style-type: none"> See Reports listed under background papers below 		
Alternative option(s):	<ul style="list-style-type: none"> See Reports listed under background papers below 		
Implications:			
<i>Are there any financial implications? If yes, please give details</i>	Yes <input type="checkbox"/> No <input type="checkbox"/>	<ul style="list-style-type: none"> See Reports listed under background papers below 	
<i>Are there any staffing implications? If yes, please give details</i>	Yes <input type="checkbox"/> No <input type="checkbox"/>	<ul style="list-style-type: none"> See Reports listed under background papers below 	
<i>Are there any ICT implications? If yes, please give details</i>	Yes <input type="checkbox"/> No <input type="checkbox"/>	<ul style="list-style-type: none"> See Reports listed under background papers below 	
<i>Are there any legal and/or policy implications? If yes, please give details</i>	Yes <input type="checkbox"/> No <input type="checkbox"/>	<ul style="list-style-type: none"> See Reports listed under background papers below 	
<i>Are there any equality implications? If yes, please give details</i>	Yes <input type="checkbox"/> No <input type="checkbox"/>	<ul style="list-style-type: none"> See Reports listed under background papers below 	
Risk/opportunity assessment:		<i>(potential hazards or opportunities affecting corporate, service or project objectives)</i>	
Risk area	Inherent level of risk (before controls)	Controls	Residual risk (after controls)
See Reports listed under background papers below			
Wards affected:		All Wards	
Background papers:		Please see background papers, which are listed at the end of the report.	
Documents attached:		None	

1. Key issues and reasons for recommendation

1.1 Draft West Suffolk Annual Report (2017-2018) (Report No: OAS/FH/18/014)

1.1.1 The Chief Executive attended the meeting of the Overview and Scrutiny Committee and presented the Annual Report on behalf of the Leader of the Council, which outlined the Draft West Suffolk Annual Report (2017-2018).

1.1.2 Members examined the document and asked a number of questions, to which responses were provided, but did not suggest any amendments to be made to the draft Annual Report.

1.2 Review of Garden Waste Collection Service - Scoping Report (Report No: OAS/FH/18/016)

1.2.1 The Committee received Report No: OAS/FH/18/016, which sought the establishment of a West Suffolk Joint Task and Finish Group to review the Garden Waste Collection Service (GWCS), and make recommendations to the West Suffolk Shadow Executive in Autumn 2018.

1.2.2 A review of the GWCS was being proposed now for the following reasons:

- i) It was agreed that the subscription charge, and the service itself, would be reviewed after the first three years of operation;
- ii) A new funding arrangement with Suffolk County Council takes effect from April 2019;
- iii) Implementation arrangements for Year 4 of the GWCS would need to commence in October 2018, ready for April 2019;
- iv) IT improvements were required to reflect changes to the corporate Customer Relationship Management (CRM), online functionality and the General Data Protection Regulations (GDPR); and
- v) To consider opportunities to amend the customer "application and pay experience" and the associated service terms and conditions.

1.2.3 The Committee considered the report and asked questions to which officers duly responded. In particular, Members felt the scheme has been a great success and residents are satisfied with the good service.

1.2.4 The Committee **RESOLVED that:**

Councillor Chris Barker, Robert Nobbs, David Palmer from the Overview and Scrutiny Committee and Councillor Rona Burt from the Performance and Audit Scrutiny Committee be appointed to sit on the West Suffolk Garden Waste Collection Service Joint Task and Finish Group to carry out a review of the Garden Waste Collection Service and to make recommendations for 2019.

1.3 **Shadow Scrutiny Committee Nominations (Verbal)**

- 1.3.1 On 30 May 2018, the Shadow Council agreed to appoint a Shadow Scrutiny Committee of up to 13 members, consisting of up to 8 existing members from the St Edmundsbury's Overview and Scrutiny Committee, and up to 5 existing members from the Forest Heath's Overview and Scrutiny Committee, with the Chairman from each Committee being automatically appointed as one of the representatives.
- 1.3.3 The Committee considered the request to appoint up to 4 members, and **RESOLVED that Councillors Chris Barker, John Bloodworth, Rona Burt, David Palmer and Councillor Simon Cole as the Chairman of the Overview and Scrutiny Committee be appointed to sit on the Shadow Scrutiny Committee.**

1.4 **Decisions Plan: 1 June 2018 to 31 March 2019 (Report No: OAS/FH/18/017)**

- 1.4.1 The Committee considered the latest version of the Decisions Plan, covering the period 1 June 2018 to 31 March 2019.
- 1.4.2 There being no decision required, the Committee **noted** the contents of the Decisions Plan.

1.5 **Work Programme Update and Re-appointments to SCC Health Scrutiny Committee (Report No: OAS/FH/18/018)**

1.5.1 Work Programme Update

The Committee received and **noted** Report No: OAS/FH/18/018, which provided an update on the current status of the Committee's Work Programme for 2018-2019, which included current Joint Task and Finish Group(s).

1.5.2 Suffolk County Council Health Scrutiny

The Committee considered the report and re-nominated Councillor John Bloodworth as the District Council's nominated representative and re-nominated Councillor Christine Mason as the nominated substitute on the Suffolk Health Scrutiny Committee for 2018-2019.

The Committee **RECOMMENDS that full Council be asked to confirm the appointments of Councillor John Bloodworth as the representative and Councillor Christine Mason as the substitute representative to the Suffolk Health Scrutiny Committee for 2018-2019.**

2. **Background Papers**

- 2.1.1 Report No: [OAS/FH/18/014](#) and [Appendix A](#) to the Overview and Scrutiny Committee: Draft West Suffolk Annual Report (2017-2018)
- 2.1.2 Report No: [OAS/FH/18/016](#) to the Overview and Scrutiny Committee: Review of Garden Waste Collection Service – Scoping Report

- 2.1.3 Report No: [OAS/FH/18/017](#) and [Appendix 1](#) to the Overview and Scrutiny Committee: Decisions Plan: 1 June 2018 to 31 March 2019
- 2.1.4 Report No: [OAS/FH/18/018](#) and [Appendix 1](#) and [Appendix 2](#) to the Overview and Scrutiny Committee: Work Programme Update and Re-appointments to SCC Health Scrutiny Committee

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Joint Executive (Cabinet) Committee

Forest Heath & St Edmundsbury councils



West Suffolk
working together

Title of Report:	Recommendation of the Overview and Scrutiny Committees: 6 and 7 June 2018 – West Suffolk Homelessness Reduction Strategy 2018-2023	
Report No:	CAB/JT/18/005	
Report to and date:	Joint Executive (Cabinet) Committee	25 June 2018
Portfolio holder:	Councillor Sara Mildmay-White Portfolio Holder for Housing Tel: 01359 270580 Email: sara.mildmay-white@stedsbc.gov.uk	
Chairmen of the Committees:	Councillor Diane Hind Chairman of SEBC's Overview and Scrutiny Committee Tel: 01284 706542 Email: diane.hind@stedsbc.gov.uk	
	Councillor Simon Cole Chairman of FHDC's Overview and Scrutiny Committee Tel: 07974 443762 Email: simon.cole@forest-heath.gov.uk	
Lead Officers:	Davina Howes Assistant Director (Families and Communities) Tel: 01284 757070 Email: Davina.howes@westsuffolk.gov.uk	

Purpose of report:	<p>On 6 and 7 June 2018, the Overview and Scrutiny Committees considered Report No: OAS/SE/18/016, OAS/FH/18/015, Appendix 1, Appendix A and Appendix B. The Homelessness Act 2002 requires all councils to review and produce a new homelessness strategy at least every five years. A review of West Suffolk's existing strategy is due in 2018. The new version of the strategy will be known as the West Suffolk Homelessness Reduction Strategy.</p> <p>In addition to this, the Homelessness Reduction Act 2017 came into force on 3 April 2018 and there are a number of fundamental changes to legislation and additional duties that will need to be reflected in the new Homelessness Reduction Strategy for West Suffolk. In legislation there is no legal requirement for a new strategy to be in place before April 2018.</p>
Recommendation:	It is <u>RECOMMENDED</u> that the designed version of West Suffolk Homelessness Reduction Strategy 2018-2023, attached as Appendix 1 to Report No: CAB/JT/18/005, be approved.
Key Decision: <i>(Check the appropriate box and delete all those that do not apply.)</i>	<p><i>Is this a Key Decision and, if so, under which definition?</i></p> <p>Yes, it is a Key Decision - <input checked="" type="checkbox"/></p> <p>No, it is not a Key Decision - <input type="checkbox"/></p> <p>(a) A key decision means an executive decision which, pending any further guidance from the Secretary of State, is likely to:</p> <p>(i) be significant in terms of its effects on communities living or working in an area in the Borough/District.</p>
Consultation:	<ul style="list-style-type: none"> • See Report Nos: OAS/SE/18/016 and OAS/FH/18/015
Alternative option(s):	<ul style="list-style-type: none"> • See Report Nos: OAS/SE/18/016 and OAS/FH/18/015
Implications:	
<i>Are there any financial implications? If yes, please give details</i>	<p>Yes <input type="checkbox"/> No <input type="checkbox"/></p> <ul style="list-style-type: none"> • See Report Nos: OAS/SE/18/016 and OAS/FH/18/015
<i>Are there any staffing implications? If yes, please give details</i>	<p>Yes <input type="checkbox"/> No <input type="checkbox"/></p> <ul style="list-style-type: none"> • See Report Nos: OAS/SE/18/016 and OAS/FH/18/015
<i>Are there any ICT implications? If yes, please give details</i>	<p>Yes <input type="checkbox"/> No <input type="checkbox"/></p> <ul style="list-style-type: none"> • See Report Nos: OAS/SE/18/016 and OAS/FH/18/015

<i>Are there any legal and/or policy implications? If yes, please give details</i>		Yes <input type="checkbox"/> No <input type="checkbox"/> • See Report Nos: OAS/SE/18/016 and OAS/FH/18/015	
<i>Are there any equality implications? If yes, please give details</i>		Yes <input type="checkbox"/> No <input type="checkbox"/> • See Report Nos: OAS/SE/18/016 and OAS/FH/18/015	
Risk/opportunity assessment:		<i>(potential hazards or opportunities affecting corporate, service or project objectives)</i>	
Risk area	Inherent level of risk (before controls)	Controls	Residual risk (after controls)
See Report Nos: OAS/SE/18/016 and OAS/FH/18/015			
Ward(s) affected:		All Wards	
Background papers:		None	
Documents attached:		Appendix 1 – Designed West Suffolk Homelessness Reduction Strategy Appendix A - Evidence Base Appendix B – Delivery Plan	

1. Key issues and reasons for recommendations

1.1 Key Issues

- 1.1.1 The Committees received Report Nos: OAS/SE/18/016 and OAS/FH/18/015 which informed members that a review of the West Suffolk's Homelessness Strategy was due in 2018. In addition to this, by producing a new West Suffolk Homelessness Reduction Strategy the Council was responding to the fundamental changes to legislation and additional duties introduced by the Homelessness Reduction Act 2017.
- 1.1.2 In accordance with the Homelessness Act 2002, West Suffolk councils had conducted a review of homelessness in the area between November 2017 and April 2018. The review took the form of an evidence base that was attached as Appendix A to the West Suffolk Homelessness Reduction Strategy (Appendix 1). The depth and scope of the review had contributed to a comprehensive understanding of the key issues facing West Suffolk. It had also enabled the Councils to consider where it needed to focus its attention in the future in order to determine which priorities and actions the Councils needed to focus on.
- 1.1.3 The West Suffolk Homelessness Reduction Strategy was an important part of what the Councils were doing across West Suffolk to prevent and reduce homelessness. However, other activities which supported the reduction of homelessness were outlined in West Suffolk's Housing Strategy and the Strategic Framework 2018-2020.
- 1.1.4 The delivery plan (Appendix B) had been developed to deliver on the Councils priorities as set out in the strategy and would be resourced through existing budgets and resources and by accessing external funding sources from government and other partners.
- 1.1.5 Both Committees considered the West Suffolk Homelessness Reduction Strategy and the five priorities and felt it addressed all areas. Therefore the Committees did not suggest any amendments to the draft West Suffolk Homelessness Reduction Strategy.
- 1.1.6 The SEBC and FHDC Overview and Scrutiny Committees have put forward a recommendation as set out on page one of this report.

West Suffolk Homelessness Reduction Strategy 2018 – 2023

Home is where
the start is



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Version 12: June 2018

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Foreword

We know what a wonderful place West Suffolk is to live and work in. It is not just our beautiful countryside and our historic towns and villages that makes the area so appealing to so many – it is also the people that live here, our way of life and the strong community support that people have for each other. A great many people across West Suffolk naturally want to remain close to their families and the communities where they grew up. There are also many people looking to relocate to West Suffolk, to grow their business or to capitalise on the job opportunities that are being created here. The only drawback is with West Suffolk in such high demand, housing can be expensive which puts pressure on the Council to ensure that there are suitable and sustainable places for people to live.

Housing impacts our health, quality of life, employment and education. A home should be a sanctuary where people feel safe and secure. But for many, this is not the case. The reasons for this are varied and complex but it can often lead to homelessness, and at its worst extreme, rough sleeping.

If we are to succeed in reducing homelessness, then as agencies we will need to work even more closely than we have ever done before. That is why we have forged strong bonds with the public, private and voluntary sector agencies to not only help people find a home but to give them any support that they may need to move on with their lives and in so doing, prevent homelessness.

This strategy builds on the good work we have already carried out and shows how we, with partners, are responding to meet national challenges and new major changes to statutory duties. At the heart of what we do are individuals and families, sometimes with challenging issues, in need of our help. This strategy ensures their needs are identified and that they are assisted as they engage and work through their personalised plans.

I want to thank our partners who have helped produce this strategy and I know they, together with us in West Suffolk are committed to preventing and reducing homelessness, tackling its main causes and supporting those in need.

Cllr Sara Mildmay-White,
Cabinet Member for Housing
West Suffolk councils

1. Introduction

The Homelessness Act 2002 places a statutory duty on local authorities to undertake a review of homelessness in their area, and based on the findings, develop and publish a strategy to prevent homelessness.

West Suffolk councils (Forest Heath and St Edmundsbury councils) produced its first Homelessness Strategy in 2015, which covers the period to 2018. The strategy has been reviewed and this new strategy published. The timing of this new strategy is particularly relevant as the Homelessness Reduction Act 2017, the biggest change to homelessness legislation in 40 years, came into force in April 2018.

The Act has an emphasis on the prevention of homelessness and on partnership working with statutory, voluntary and third sector agencies. This ensures individuals' needs are identified and that they are assisted as they engage and work through their personalised plans.

The Act has a focus on helping individuals to access housing and we need to make sure that we have effective pathways to work collaboratively with and encourage people to secure their own accommodation.

Residents in West Suffolk need suitable and affordable housing to achieve their ambitions, whether for family life, career development or a fulfilling retirement. The local conditions in West Suffolk make 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 to ensure housing is suitable for changing demographics, including an ageing population. West Suffolk councils are also working to improve the quality of housing, so as to ensure it supports the health and wellbeing of residents, both in our towns and in our rural areas. In recent years, while the focus

has increased on the supply of appropriate housing, the councils have also responded to rising homelessness in West Suffolk by investing resources in prevention and securing suitable accommodation for those people in crisis.

The development of this Homelessness Reduction Strategy is an important part of our approach to preventing and reducing homelessness across West Suffolk. Other activities that support the reduction of homelessness are outlined in West Suffolk's Housing Strategy and in the Strategic Framework 2018-2020.

Since the publication of our first Homelessness Strategy, we have made progress both in preventing homelessness and helping individuals who have, for whatever reason, become homeless:

1. In 2015, West Suffolk invested in a property and converted a former bed and breakfast facility into a property that can accommodate up to six families who have become homeless and are in need of temporary accommodation. A property was also purchased in Bury St Edmunds to provide five units of accommodation for those with low level support needs.
2. We focused much of our work on prevention – in 2017 we actively assisted or prevented some 500 households across West Suffolk, from becoming homeless.
3. We established a number of arrangements with housing providers to secure supported accommodation, including Newmarket Open Door, YMCA and Home Group.
4. We continue to ensure that no family would have to spend more than six weeks in bed and breakfast accommodation.
5. We successfully bid for funding from the then Department for Communities and

Local Government (DCLG) domestic abuse accommodation fund. Funding of £516,244 has been granted to partners to provide accommodation for victims of domestic abuse across Suffolk.

6. We were also successful in our bid for funding for a rough sleeper outreach worker to work across the areas cover by West Suffolk, Babergh and Mid-Suffolk councils. The outreach worker helps us further achieve our aim to reduce rough sleeping by providing a point of contact for individuals who are either rough sleeping or who are homeless and at risk of rough sleeping. The outreach worker also has a role working with agencies and our partners to develop ways of preventing homelessness. This post is now included within the councils' staffing structure.
7. We have further increased our outreach services with joint funding for two more outreach workers, one of which will specialise in helping people trying to overcome drink or drug issues.
8. We invested £250,000 in the housing team to provide additional resourcing for advice and prevention. This includes the establishment of new posts to provide housing solutions including Welfare Support.
9. We provided additional funding to Citizens' Advice to increase capacity for budgeting advice to support those people who are receiving Universal Credit.
10. We established a Winter Night Shelter to provide accommodation for rough sleepers over the winter months.
11. We continue to fund a specialist post within the Probation Service to find accommodation and support those leaving the criminal justice system.
12. We have begun to develop a No Second Night Out partnership.

13. We funded two bed spaces for prolific offenders, working with police and probation to support rehabilitation.

In order to develop this new Strategy we have: (i) reviewed progress since the approval of the first strategy; (ii) undertaken detailed analysis of homelessness in the area (Appendix A); and (iii) consulted a number of partners in the statutory and voluntary sector.

In accordance with the Homelessness Act 2002, West Suffolk councils have conducted a review of homelessness in the area between November 2017 and April 2018. The review takes the form of an evidence base that is attached as Appendix A to the Homelessness Reduction Strategy. The depth and scope of the review has contributed to a comprehensive understanding of the key issues behind homelessness in West Suffolk. It has enabled us to consider where we need to focus our attention in the future.

2. Our vision

West Suffolk councils are committed to preventing and reducing homelessness, tackling the main causes of homelessness and supporting those in need.

Through this new Homelessness Reduction Strategy, West Suffolk councils are responding to a period of change, not only through the Homelessness Reduction Act but also the significant financial challenges to public services, housing demand which squeezes affordability and as a result puts pressure on social housing and the impact of welfare reforms. This strategy builds on the recent achievements already described and responds to the new ways in which homelessness and support services are delivered.

The vision of this strategy is to:

Deliver a focused and accessible service to prevent homelessness and assist homeless people to find a settled home.

The main objectives are to:

1. provide a service with a focus on preventing or relieving homelessness ensuring those people have access to effective support services
2. ensure that homeless people are supported to secure a settled home
3. work collaboratively in finding housing solutions for those people threatened with homelessness.

In order to achieve these objectives, we have identified five priorities to deliver.

These priorities have emerged from a combination of analysis of the outcomes of the first Homelessness Strategy, consultation with our partners and public, the changing national and local context which is a response to the ongoing welfare reforms and new legislation, in particular the Homelessness Reduction Act.

The five priorities are set out overleaf and they are explored in further detail, together with actions, in section 6:

Priority one: Homelessness prevention

We will continue to focus on preventing homelessness.

Priority two: Tackling rough sleeping

Central government has set a target to halve rough sleeping by 2022 and to eliminate it altogether by 2027. We will continue to invest in tackling rough sleeping. One of the ways that we will do this is by establishing a No Second Night Out partnership which will support the Government's aims.

Priority three: Supporting vulnerable households

We will ensure that our services remain accessible to all and that there is targeted support for the most vulnerable households, such as those affected by domestic abuse, people leaving care, people with mental health issues, members of the Armed Forces and prison leavers.

Priority four: Increasing accommodation options

We will respond to the challenging local housing market conditions enabling a wide range of accommodation options, including providing advice and support to landlords to help develop a private rented sector that is better suited to local needs.

Priority five: Supporting the implementation of welfare reforms

We will work in partnership with support agencies and services to offer solutions that help people to maintain tenancies.



3. National and regional context

National and regional homelessness trends

The Homelessness Monitor: England 2017 commissioned by Crisis provides a useful overview of the current national and regional context in terms of homelessness.

The report shows that homelessness application acceptance rates have gone up nationally and regionally in recent years. At nearly 58,000, annual homelessness application acceptances were some 18,000 higher across England in 2015/16 than in 2009/10. With a rise of 6% over the past year, application acceptances now stand 44% above their 2009/10 low point.

The number of people sleeping rough has been increasing nationally for a number of years and more recently in West Suffolk (see Appendix A for more detail of homelessness and rough sleeping data).

Statutory duties, policy and guidance

The Homelessness Reduction Act

The Homelessness Reduction Act 2017 changes the way homelessness advice and assistance is provided by councils.

The Act reforms the homelessness duties to ensure that councils provide meaningful advice and assistance to those people who do not fall into a priority need category or who have been found to be intentionally homeless.

In particular this is likely to have a positive impact for singles or couples with no children where previously legislation had not prescribed much to assist them.

The Act has introduced the following:

1. The definition of being threatened with homelessness be extended from 28 days to 56 days, meaning councils can start working with people at an earlier date.
2. Councils must accept a valid 'section 21' notice as evidence that the tenant is threatened with homelessness.
3. A greater duty to give advice and information to a wider range of people at a much earlier stage than previously offered.
4. Duty to assess all eligible applicants' cases and agree a plan (known as the 'personal housing plan').
5. The creation of a stronger prevention duty for anyone threatened with homelessness and eligible for assistance. This can involve assisting them to stay in their current accommodation, or helping them to find a new place to live.
6. A new relief duty which is available to all those who are homeless, have a local connection and are eligible regardless of whether they have a priority need. It requires councils to take reasonable steps to help secure accommodation. This help could be, for example, the provision of a rent deposit or debt advice. Those who have a priority need (for example they have dependent children or are vulnerable in some way) may be provided with interim accommodation while the council carries out the reasonable steps.
7. Duties to help to secure accommodation.
8. Incentives to people to engage in prevention and relief work by allowing councils to discharge their prevention and relief duties if an applicant unreasonably refuses to cooperate with the course of action proposed.
9. A right for councils to discharge the prevention and relief duties by providing

accommodation with a reasonable prospect of this being available for at least the next six months. This does not need to be social housing.

10. A right to a review at the prevention, relief and main duty stages to ensure councils are held to account.
11. A requirement to collect data in order to monitor the overall effectiveness of the new legislation.

West Suffolk councils already take steps at an early stage to help those threatened with homelessness. However, the additional requirements as a result of the Homelessness Reduction Act have also meant a redesign of the way services are provided, with additional members of staff and a new approach to the way advice and support is provided.

Other legislation

In addition, the housing team has to consider duties under the following and/or are impacted by the following legislation:

- Localism Act 2011
- Welfare Reform Act 2012
- Deregulation Act 2015
- Welfare Reform and Work Act 2016
- Homelessness Code of Guidance for Local Authorities 2018
- Housing and Planning Act 2016
- National Planning Policy Framework
- Health and Social Care Act 2012
- Children and Social Care Act 2017

4. The West Suffolk context

This section provides an overview of the West Suffolk area with a focus on its population, deprivation, economic activity and housing availability.

More detailed data on housing demand and is contained in Appendix A.

Population

West Suffolk’s population is set to grow significantly in the future, and with an ageing demographic in comparison with many parts of the country. This poses challenges for the councils in ensuring the right kinds of housing, together with employment and infrastructure, are available for our growing population in both urban and rural areas.

The ONS 2016 Mid-year population estimates that the total population of West Suffolk in 2016 was 177,385. It shows that 9.3% of West Suffolk’s population was over 75 (compared to 8.1% of England’s population). Between 2017 and 2030, the population of West Suffolk is predicted to grow by 8% (compared to 9% in England as a whole). The over 75s population is predicted to grow by 55% (compared to 47% in England as a whole).

This clearly presents West Suffolk with significant challenges in terms of the increased population of over 75 year olds and how we help meet their needs.¹

The Index of Multiple Deprivation

The Index of Multiple Deprivation (IMD) provides indicators of deprivation at local authority and lower super output area level (LSOA). Lower super output areas are a statistical geography and are smaller in size

than wards. They are a statistical cluster of around 1,500 people.

There are seven domains that look at deprivation and together they represent the IMD.

Domain	Rank	
	Forest Heath	St Edmundsbury
Overall IMD Rank	140	196
Income	208	240
Employment	250	230
Education	20	129
Health	180	203
Crime	140	198
Barriers to Services	26	32
Living Environment	187	257

Ranked out of 326 local authorities where 1 = most deprived

Forest Heath ranks poorly for education and both Forest Heath and St Edmundsbury rank poorly for barriers to services.

There are 32,844 LSOAs in England, 66 of these are in St Edmundsbury and 34 in Forest Heath. Of the 100 LSOAs in West Suffolk only two (2%) are in the **most** deprived 20% of all LSOAs nationally. 14 (14%) are in the 20% **least** deprived LSOAs in England.

Socio-economic

West Suffolk’s workforce is growing faster than surrounding areas and the country as a whole, and employment among young people is particularly healthy. However, wage levels remain below the national average, leading

¹ ONS 2014-based Sub-National population projections

to a renewed focus on attracting high quality employment to the area, supported by training and skills development.

In 2016 workers in West Suffolk were employed in the five following main sectors: business administration and support services, manufacturing, health, retail and accommodation and food services.²

Economic activity

Between October 2016 and September 2017, the percentage of 16-64 year olds who were economically active³ was 83.4% across West Suffolk compared to 78.1% for Great Britain as a whole.

In 2015, 83.3% of West Suffolk employees worked in services, 11.1% worked in manufacturing and 4.4% worked in construction.⁴

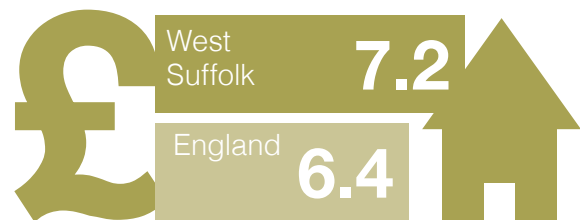
The weekly median pay (gross) for full time workers in Forest Heath in 2017 was £506.70, in St Edmundsbury it was £536.40 compared to £555.30 in England.⁵

Housing affordability

The infographic below shows that compared to earnings, property in West Suffolk is less affordable than England as a whole which has a significant impact on options available to local people and on the services we deliver.

As of November 2017, the percentage of out-of-work benefits claimants in Forest Heath was 0.7%, in St Edmundsbury it was 1.1% and across Great Britain it was 1.9%.⁶

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



Ratio of average earnings (full time workers' mean gross annual pay) : (Mean semi-detached property price). Comparisons using ratios of lower quartile earnings to lower quartile house prices can also be used, which show further problems with affordability in West Suffolk. As a rule of thumb, house prices of up to 3 - 3.5 times household income are considered affordable.

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

It should be noted that under Universal Credit, a broader span of claimants are required to look for work than under Jobseeker's Allowance. As Universal Credit Service is rolled out in particular areas, the number of people recorded as being on the Claimant Count is likely to rise.

Health and wellbeing

Housing that meets the minimum standard and is suitable and warm, is essential to ensure the health and wellbeing of residents. We understand that housing is a wider determinant of health.

Male life expectancy is 80.5 years in Forest Heath and 81.9 years in St Edmundsbury compared to 79.5 years in England. Female

² Business Register and Employment Survey

³ NOMIS Annual population survey October 2016 to September 2017

⁴ NOMIS Annual population survey 2015

⁵ Annual survey of hours and earnings

⁶ ONS claimant count

life expectancy is 83.3 years in Forest Heath and 84.6 years in St Edmundsbury compared to 83.1 years in England. Across Suffolk, healthy life expectancy for males is 65.1 years compared to 63.4 years in England⁷. Healthy life expectancy for females across Suffolk is 66.7 compared to 64.1 years in England. Healthy life expectancy is an estimate of the number of years lived in “very good” or “good” general health, based on how individuals perceive their general health.

In 2015, the top three causes of death across West Suffolk were cancers, diseases of the circulatory system and diseases of the respiratory system⁸.

In 2015/16, the prevalence of depression in Suffolk was 8.9% compared with 8.3%

in England.⁹ In 2015/16, the prevalence of severe mental illness for those registered with a GP was 0.78%, this is lower than the England value of 0.990% and equates to 1,919 individuals in West Suffolk. In 2014/15, 7,516 of people who are registered with a GP in Suffolk have been diagnosed with schizophrenia, bipolar or other psychoses¹⁰.

In 2015/16 a personal wellbeing survey¹¹ for those aged 16+ in Suffolk found that: 1 in 3 reported low happiness (7-8%), 1 in 5 reported high anxiety (18.8%), 1 in 25 reported low life satisfaction (4.4%) and 1 in 30 reported low worthwhileness (3.5%).

7 www.phoutcomes.info (2013-15)

8 NOMIS

9 [Healthy Suffolk.org.uk/JSNA](http://HealthySuffolk.org.uk/JSNA)

10 www.fingertips.phe.org mental health profile MH JSNA

11 ONS.gov.uk/people, population and community/wellbeing/localauthorityupdate2015to2016

5. Strategic context

This section outlines the key strategies which need to be taken into account alongside the delivery of this Homelessness Reduction Strategy.

West Suffolk Strategic Framework 2018-2020

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

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

To achieve this vision, the focus will be on the three main strategic priorities which are:

1. growth in West Suffolk's economy for the benefit of all our residents and UK plc
2. resilient families and communities that are healthy and active
3. increased and improved provision of appropriate housing in West Suffolk both in our towns and rural areas.

With a particular focus on housing, the priorities as set out in the Strategic Framework are 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.

West Suffolk Housing Strategy

Our Housing Strategy sets out the councils' priorities for increasing the overall supply of housing in the area. The Strategy will be developed later in 2018 and will support the delivery of the councils' housing priorities which are:

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

Domestic Abuse Strategy

The Suffolk Health and Wellbeing Board has widened its responsibilities around domestic abuse to include Violence Against Women and Girls (VAWG) which is in line with a refreshed strategy published by central Government. It acknowledges however that victim and perpetrators can be women, men, girls and boys.

The vision for Suffolk's Violence Against Women and Girls Multi Agency Strategy is as follows:

Ensure that victims of abuse in Suffolk are safe and supported.

To achieve this the main objectives are:

1. to reduce the prevalence of all forms of VAWG in Suffolk
2. increase the early identification and intervention with victims of VAWG

3. build cross-agency skills and capability to provide effective VAWG advice and support services
4. improve the criminal justice response to VAWG.

Suffolk Health and Wellbeing Strategy

Suffolk's Health and Wellbeing Board was established in 2013 and it has a duty to encourage integrated working between health, care, police and other public services in order to improve wellbeing outcomes for Suffolk. It has an important strategic influence in encouraging joined up, integrated and system wide working to improve outcomes for local people.

In 2015, Suffolk's Joint Health and Wellbeing Strategy 2012-2022 was refreshed. The following strategic outcomes for years 4-6 of the strategy were agreed:

- Outcome one: Every child in Suffolk has the best start in life
- Outcome two: Improving independent life for people with physical and learning disabilities
- Outcome three: Older people in Suffolk have a good quality of life
- Outcome four: People in Suffolk have the opportunity to improve their mental health and wellbeing

Given that housing is a wider determinate of health, it is important that the actions within this strategy support the delivery of the Health and Wellbeing Board's outcomes. Furthermore, given that the councils require the support and expertise of other agencies to meet its homelessness duties, it is vital that effective partnership working is central to this strategy. While the statutory duty to prevent and relieve homelessness rest with the councils, the reality is that input from a wide cross-section of

public and voluntary partners is needed to find and retain accommodation.

Housing Forum

The councils' Chair the West Suffolk Housing Forum. The purpose of this forum is to bring together statutory and voluntary sector partners, including housing providers, to support some of the most vulnerable individuals and households. Cases discussed are usually about those people who are sleeping rough or those who are struggling to maintain tenancies. The aim is to have a joint approach with all organisations so that information can be shared and action co-ordinated. Any organisation can add cases for discussion and outcomes are shared.

Working in partnership

The councils work closely with a range of partners in the statutory and voluntary sector and recognise that there are a range of factors that contribute to homelessness. Furthermore the solutions for these can only be found by partners working together as part of a coherent approach to tackling homelessness. Examples of joint working include:

Suffolk and Cambridgeshire partnerships:

A number of Suffolk and Cambridge-sub region partnership meetings are in place to provide a forum for senior managers to discuss best practice, sharing resources and agreeing collective training and development. They also provides an opportunity for organisations to discuss strategic and operational matters with a wider range of district housing authorities.

Joint pathways for support: Suffolk housing authorities are working together to develop pathways for support, particularly for vulnerable individuals such as people with mental health issues, people leaving care, people leaving prison. These pathways

will provide consistency of support for the individuals and enable organisations working across the county (and wider) to understand the requirements of housing teams.

Joint staffing: The councils continue to explore opportunities for sharing resources, including joint staffing posts, to increase resilience and access to specialist skills and support services. Joint posts are currently in place for outreach work and for domestic abuse support and the councils will continue to identify opportunities for sharing staff with other organisations where there is mutual

benefit. Further conversations are being explored with partners, particularly in order to increase capacity for helping people with mental health issues.

Universal Credit partnership: The councils have coordinated the local response to Universal Credit to ensure the right level of support is in place and that organisations are able to signpost effectively. The council chairs a partnership of the Citizens Advice Bureau, local housing providers, Jobcentres and the county council.

6. 2018-2023 homelessness priorities

This five year strategy covers the period 2018-2023, and seeks to further strengthen the partnership working in place in West Suffolk and to continue to make significant improvements in alleviating homelessness.

We will continue to work to prevent homelessness and help local families and individuals. This will be achieved through the adoption of the following five inter-relating priorities. Key actions across each of the five priorities are detailed in the delivery plan attached as Appendix B.

Our priorities and actions are aligned with our Strategic Plan 2018-2020 and with the Housing Strategy.

The five priorities are:

Priority one: Homelessness prevention

We will continue to focus on prevention of homelessness in the first instance as has been our strategy prior to its emphasis in the Homelessness Reduction Act. We will work in partnership with residents, communities, registered providers and other partner organisations to prevent homelessness and ensure families and individuals are appropriately housed.

We know that many people are experiencing housing difficulties and sometimes this can reach a crisis point before they ask for advice from homelessness services. We want to reach people earlier with the right advice, practical help and support to help them to either keep their current home or move home in a planned way rather than through eviction.

The Homelessness Reduction Act enables us to support people much earlier in the process

(56 days as opposed to 28 days). It also places a duty on public sector organisations to refer cases to us who they consider to be homeless or threatened with homelessness. This statutory duty does not include registered providers (housing associations). We have, however, already put in place local arrangements for these referrals so that support can be provided at a much earlier stage.

The Act strengthens our duty to prevent homelessness for all eligible applicants including those who do not have priority need or those who may be considered intentionally homeless and regardless of local connection. Given the increased number of people who will require support, we must make sure that responses are both timely and every contact is made to count whether directly to housing or with other services.

The housing team must report to Government each quarter detailing what prevention activity has been undertaken. In order for the council to discharge the prevention and relief duties, it has to be satisfied that accommodation is available and that there is a reasonable prospect of this being available for at least the next six months. This accommodation could be social housing or private housing. As a consequence, the councils will need to provide advice and information to applicants to ensure that they are fully aware of all accommodation options available to them. Furthermore, given the lack of social housing availability, the affordability of housing and the costs in the private rented sector, the councils will need to be proactive and enable different accommodation options. This will include boosting the availability of affordable private rented homes (see priority four for more detail).

To deliver this priority we will:

- Provide high quality timely advice to all residents on their housing options.
- For people who are homeless or threatened with homelessness, we will agree a personal housing plan that sets out the actions they can take and we will take to enable the applicant to help themselves. We will review our casework management system to ensure we can monitor progress and report on the outcomes of advice given.
- Identify people at risk of homelessness at an earlier stage and develop interventions to prevent them from being threatened with or becoming homeless.
- Identify ways to encourage tenancy sustainment and prevent recurring homelessness by helping people sustain settled accommodation.
- Provide tailored advice for people at greater risk of homelessness including young single people, people released from prison, people leaving care, victims of domestic abuse, former members of the armed forces, people leaving hospital, people with learning difficulties, people with mental health issues and Gypsies and Travellers (also linked to actions around priority three).
- Develop a prevention toolkit, training and advice to help organisations respond to the risk of homelessness at an earlier stage.
- Ensure that the statutory and voluntary sector are aware of the requirements and expectations of the Homelessness Reduction Act so that they can provide the right support and advice.
- With partners, agree clear pathways and referral routes. This will include public bodies that will have a new duty to refer cases as well as implement protocols for information sharing between services working with customers at risk of homelessness.
- Improve our data collection and recording. Use data and predictive analysis to help

target resources to prevent homelessness and identify and interact with people in need of support and advice, in order to prevent homelessness from occurring. This will include developing local community based responses offering specialist advice and signposting to services in those geographical areas identified as having higher levels of homelessness.

- Make better use of debt and financial advice to improve prevention work.
- Better align assessment processes with statutory services and explore housing issues where appropriate as a key line of questioning.
- Work with partners through the Suffolk Health and Wellbeing Board to ensure that the health benefits of individuals and families having a settled home, remain high on its agenda.
- Ensure that people in temporary accommodation are supported to access services and ensure that referrals are made to relevant floating support. Floating support provides the flexibility to support people wherever they are living.

Priority two: Tackling rough sleeping

Central government has set a target to halve rough sleeping by 2022 and to eliminate it altogether by 2027. We will continue to invest in alleviating rough sleeping by establishing a No Second Night Out partnership which will support the Government's aims.

We want to see an end to rough sleeping in West Suffolk by doing more to prevent the risk and improve the support that is available. The main focus currently is on dealing with rough sleeping at crisis point or mitigating the impact. There are a range of services but the activity needs more co-ordination. We will concentrate more on preventing rough sleeping happening and improving the effectiveness of services for entrenched rough sleepers.

The Government defines rough sleeping as people sleeping or bedded down in the open air and people in buildings or other places not designed for habitation. A long term rough sleeper is defined as someone who has been identified as sleeping rough on at least 50 occasions over a five year period.

People who become entrenched in rough sleeping are more likely to have complex mental and physical health needs and a shortened life expectancy. Most have previously been involved in programmes of support and have lost permanent and supported housing. Supporting entrenched rough sleepers will link to our work under priority three to improve partnership work for the most vulnerable to homelessness.

West Suffolk has seen a sharp increase in numbers of rough sleepers. We have, and will continue, to work hard with partners to address that situation. In 2011, there were four rough sleepers across West Suffolk and this number increased to 29 rough sleepers in 2017. Of the 325 local authorities, in 2017 West Suffolk ranked 284 out of 325 (a ranking of 325 indicates the highest number of rough sleepers per 1000 head of population).

To deliver this priority we will:

- 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. This will include the development of a 'No Second Night Out' partnership. No Second Night Out is aimed at ensuring that people who spend a night sleeping rough for the first time do not spend a second night on the streets. This means that rapid support is provided to new rough sleepers so that they do not have to sleep out for a second night.
- Implement pathways 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.

- Deliver robust services for those who are homeless. Our work will recognise that some people need more than just a roof over their head. We will work in partnership to provide support and stability to their lives, with the aim of breaking the cycle of homelessness.
- Work with local authorities across Suffolk and the Cambridge sub-region to improve the service offer and outcomes over the next two years including support to people leaving institutions (for example hospitals and prisons).
- Further enhance coordination across statutory, commissioned and voluntary services that are working with rough sleepers to coordinate activity, share information and work together on initiatives.
- Continue to access external funding to support outreach and prevention activity, building on the success of previous bids for funding from government and Suffolk Public Health.
- Continue to provide Severe Weather Emergency Provision (SWEP)
- Help people with entrenched patterns of rough sleeping more holistically through better collaborative working and support tailored to their individual needs.
- If people have come from another area, should they wish, we will reconnect them back to their local community where they have support that they need. There will however be some occasions when there is a good reason why they shouldn't return to a previous area, and naturally we will respect this.
- Provide effective information to the public about rough sleeping and how they can help if they have concerns.

Priority three: Support for vulnerable households

We will ensure that our services remain accessible to all whilst ensuring there is targeted support for the most vulnerable households. We aim to increase the resilience of people and communities, equip them with the necessary skills to prevent crises, such as homelessness, before they occur.

For some people who become homeless the provision of suitable accommodation is the only problem that needs to be addressed. However, many other people can become homeless or threatened by homelessness due to a range of support needs. Some vulnerable groups are at a greater risk of homelessness and/or repeated incidence of housing instability. This includes young people, those with complex needs, substance misusers and victims of domestic abuse. There are also groups with very complex needs who may be substance misusers, have mental health issues and have had contact with the criminal justice system. We will improve our targeted interventions and partnership work to help people find lasting housing solutions. This includes how we assess needs and plan support jointly across agencies and design the specific services to be provided.

By working with our partners to provide targeted, specialist support, we endeavour to limit the number of vulnerable people who become homeless.

We aim to achieve this by developing new ways of co-commissioning services with partners, exploring the Housing First model. The model is a new evidence-based approach to supporting people with high needs and a history of entrenched or repeat homelessness to live in their own homes. The aim is to provide a stable and independent home with intensive personalised support to people with multiple and complex needs.

We will continue to influence commissioning and services provided by other organisations to ensure there is effective support in place for those who need it.

To deliver this priority we will:

- Explore options for the provision of more temporary accommodation, in order to house individuals and families, including those who have experienced domestic abuse.
- Support the monitoring of housing related support, we will work with partners to identify the resources that are available to meet the support needs of all those groups that are at high risk of homelessness.
- Explore the Housing First model and continue to influence commissioning decisions, made by other agencies, in order that contracts support the outcomes we are aiming to achieve and that appropriate resources are allocated to West Suffolk.
- Continue to monitor and review pathways and referral processes for vulnerable groups to ensure that they provide the right level of support and are fit for purpose.
- Work with partners across Suffolk to ensure there is appropriate provision of domestic abuse support and accommodation, including building on the satellite accommodation already in place.
- Continue to identify opportunities to share resourcing, including staff, to support vulnerable households. Share posts and have funding in place to support domestic abuse, and rough sleepers.
- Explore opportunities to increase access to mental health services with a view to promoting these services to housing customers.
- Continue to operate the Housing Forum to provide a multi-agency approach to vulnerable customers, including those who are rough sleeping and those in supported accommodation.

- Continue to hold and attend case management meetings with agencies, including adult and children services, to help prevent the most vulnerable families from becoming homeless.

Priority four: Increasing accommodation options

We need to improve the range of housing options available to both prevent homelessness and meet rehousing needs. As well as providing housing, we also want to improve the support available to help people keep their home and live independently. The West Suffolk Housing Strategy sets out in detail how the council will use its influence, including through its planning and regulatory services, to increase the supply of housing in the area.

The Housing Team proactively source a wide range of accommodation options, either by direct provision or encouraging providers and commissioners, including: lodging schemes; shared accommodation; six months' tenancies; temporary accommodation; supported accommodation; and increased private sector provision.

We will respond to the challenging local housing market conditions by working collaboratively with, and offering advice and support to people and landlords to develop suitable private rented sector offers.

Having a settled home enables people to access support services, integrate into their local community and to obtain and sustain work and training. We will continue to manage the expectations of customers and ensure that we maximise access and availability not only to social rented accommodation but to other housing options. This approach will help us to meet housing need, prevent homelessness and reduce the use of temporary accommodation.

The homeless legislation expands the circumstances in which we can help an applicant find a private sector tenancy. We will therefore need to increase access to private rented housing for people who we have a duty to rehouse and other groups in housing need. This will help us provide meaningful options for people that we must help under the Homelessness Reduction Act. It enables us to offer more choice of property type and areas as well as recognising that not everybody is looking for a lifetime home.

This presents a challenge, as finding enough properties can be difficult due to the supply of housing, a very competitive housing market which means more people are private renting, the pressure that then puts on social rented accommodation, and issues around benefits.

The lower security of tenure is also an issue as the loss of Assured Shorthold Tenancy is one of the main reasons for homelessness.

To deliver this priority we will:

- Improve access to good quality private rented housing to expand choices and provide affordable housing options for families and individuals. This includes supporting both tenants and landlords in developing new approaches that are attractive to all parties.
- Work with private sector landlords and developers to maximise the use of resources and opportunities for all vulnerable people across West Suffolk.
- Continue to review the effectiveness of the West Suffolk Lettings Partnership to increase access to quality private rented accommodation.
- Encourage private landlords to engage with the council by holding Landlord Forums which share best practice and offer advice and support.
- We will focus more on sustaining tenancies and providing timely advice to prevent a

housing crisis arising in the rented sector and working positively with landlords and tenants to improve positive outcomes.

- Work with registered providers and voluntary sector to increase access to accommodation, including: lodging schemes; shared accommodation (particularly for under 35s); temporary accommodation; and tenancies to support move on.
- Continue to influence the provision of supported accommodation by identifying need and demand.
- Support Suffolk County Council to manage its existing contracts, by providing robust operational feedback, and influencing the new contracts from 2020.
- Monitor use of bed and breakfast accommodation to ensure use only in emergency situations. Manage move on as soon as possible to improve the outcomes for individuals and families and reduce cost to the taxpayer.
- Ensure procedures are followed to manage the use of temporary accommodation and when used, to ensure that plans are in place to manage move on.

Priority five: Supporting the implementation of welfare reforms

We will continue to work in partnership with support agencies and services to offer solutions that help households to maintain tenancies. We already support households to maximise their income and to minimise outgoings to ensure they are able to manage rent or mortgage payments. Our Welfare Support and Income Recovery roles support individuals and households and identify ways of supporting them to sustain existing tenancies or to help whilst better accommodation options are found. This can include effective use of Discretionary Housing Payments.

We already work with partners at the Department of Work and Pensions, Jobcentres, Citizens' Advice, Anglia Revenues Partnership and registered housing providers, to ensure there is a collective response to Universal Credit. The partnership ensures there is effective signposting for support and contacts for helping vulnerable people. Digital assistance and personal budgeting support is provided by the council and partner agencies, such as Citizens' Advice.

To deliver this priority we will:

- Continue to develop the role of our Welfare Support Officer and Income Recovery posts to ensure they continue to support people to maximise income and minimise expenditure.
- Develop early intervention protocols with registered providers to ensure tenants retain their accommodation.
- Work with Anglia Revenues Partnership, the Citizens' Advice Bureau, Jobcentres, Department of Works and Pensions and registered providers to support the roll out of Universal Credit.
- Work with partner organisations to provide timely financial advice to households that are homeless or at risk of homelessness due to debt.
- Support private sector landlords to understand the impact of Universal Credit and other welfare reform matters through the West Suffolk Lettings Partnership and Landlords Forum.
- Support customers with financial management advice and signpost to appropriate agencies.
- Work with Anglia Revenues Partnership to ensure effective allocation of Discretionary Housing Payment to support those who are experiencing difficulties as a result of welfare reform.

7. Equality analysis

An equality impact assessment (EqIA) has been undertaken on this strategy to ensure that there are no adverse effects for any particular group. The strategy contains priorities and actions which will be delivered to prevent homelessness and respond to those in housing need. It has relevance to equality because it impacts on West Suffolk's most vulnerable people. Additional support is identified for those who have priority needs, including people who are:

- pregnant or have dependent children
- vulnerable due to old age, mental illness or physical disability
- care leavers and young people
- veterans and those leaving the armed forces
- prison leavers
- people experiencing violence or threats of violence
- people experiencing homelessness as a result of an emergency

8. Governance and delivery of the strategy

The councils are committed to ensuring that together with partners, we have the skills, structures and infrastructure for the delivery of the strategy's priorities over the next five years.

West Suffolk councils are committed to working with partners to ensure that the priorities set out in the Homelessness Reduction Strategy are delivered. The objectives in the Homelessness Reduction Strategy will be achieved using the delivery plan (Appendix B) that identifies the main tasks needed to tackle and prevent homelessness over the next five years. Given the context of rapid change, the delivery plan will be reviewed every year to ensure that the tasks remain relevant and are revised where appropriate. A mid-term review is also planned for 2020.

Progress towards the Homelessness Reduction Strategy delivery plan (Appendix B) will be monitored with feedback, if necessary, on the barriers to delivering the Homelessness Reduction Strategy.



Appendix A: Homelessness data 2018

The purpose of this data and analysis is to support the development of the Homelessness Reduction Strategy. It is intended to determine the extent to which people in West Suffolk are homeless or at risk of becoming homeless, assess the likely extent in the future, identify what is currently being done and by whom, and identify what resources are available, to prevent and tackle homelessness.

Data is provided under the following sections:

1. Identifying current and future levels of homelessness
2. Suffolk-wide support
3. Formulating a strategy to prevent homelessness
4. Reviewing accommodation needs and resources

Please note that the national tables for the period 2017/18 will be published in June 2018. The data in this evidence base will be updated when the data becomes available.

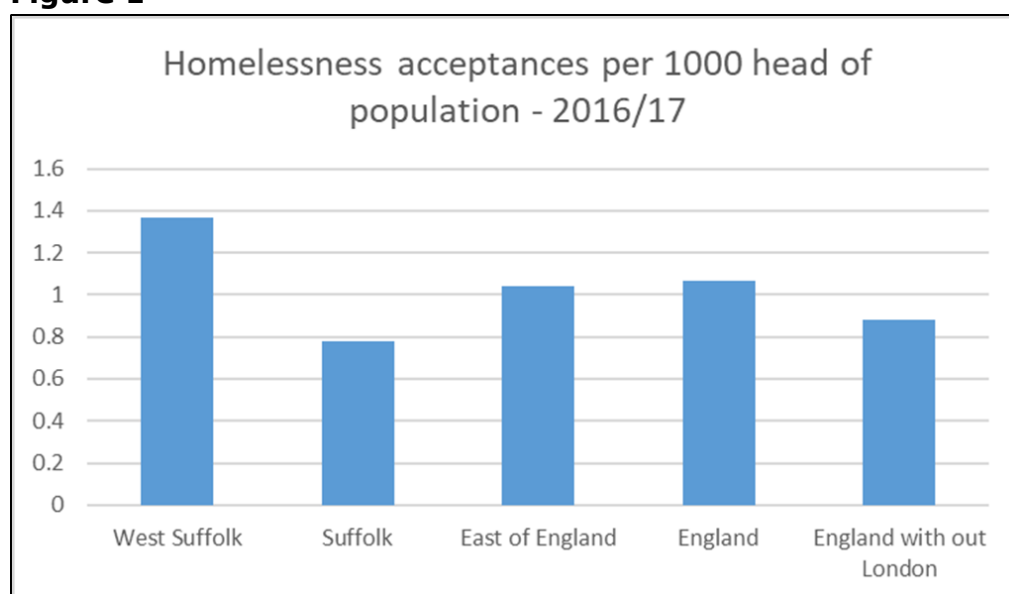
1. Identifying current and future levels of homelessness

Homelessness applications and acceptances

Detailed information on people who have made a homelessness application to West Suffolk councils is recorded on the P1E returns that are sent to the Ministry of Housing, Communities and Local Government quarterly (formerly the Department for Communities and Local Government).

The P1E provides data on households who have presented themselves as homeless to the Local Authority, and those who have been accepted as unintentionally homeless and in priority need. From April 2018, information will be provided to government through the HCLIC system.

Figure 1



Source: DCLG P1E return

Figure 1 shows the number of people accepted as homeless per 1000 head of population. The chart shows that there is a higher number of people being accepted as homeless in West Suffolk than across the rest of England.

Figure 2

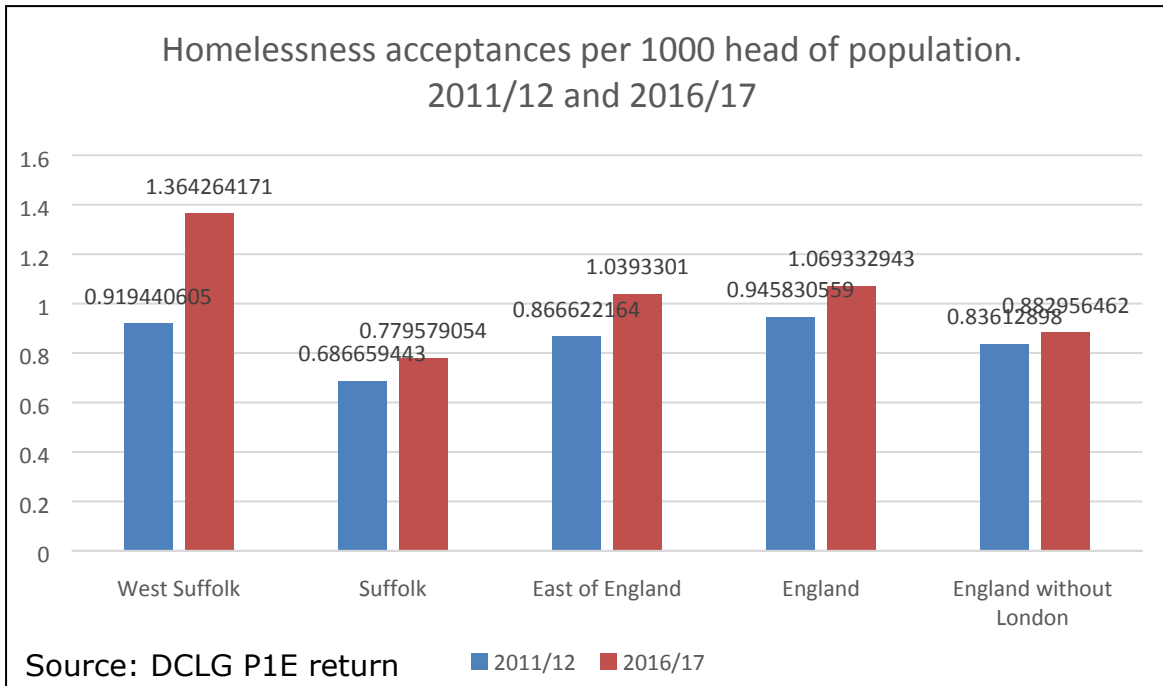
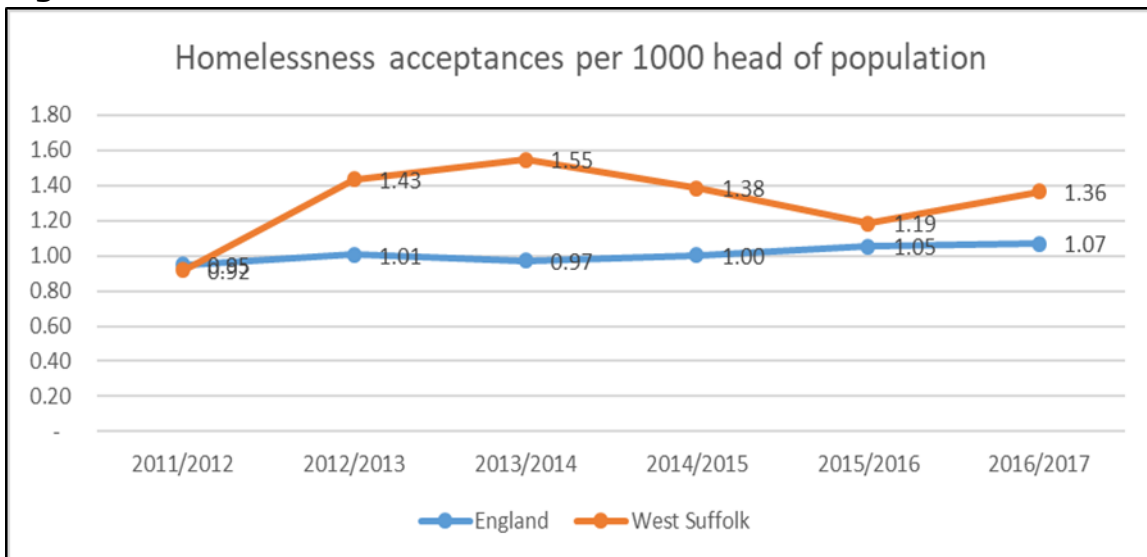


Figure 2 sets out the comparison between homelessness acceptances per 1000 head of population between 2011/12 and 2016/17. Homelessness acceptances have increased in West Suffolk at a faster rate than the rest of England.

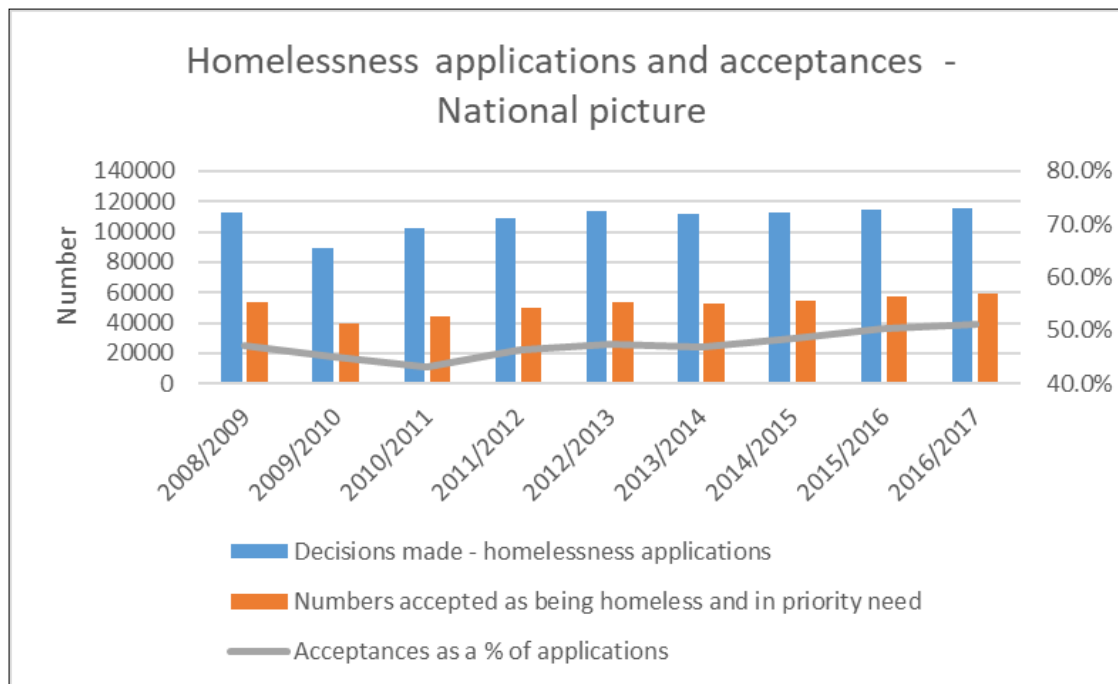
Figure 3



Source: DCLG P1E return

Compared to national trends the number of homeless applications and acceptances by West Suffolk councils has shown an increase in 2016/17. As shown in figure 3, the percentage of accepted homelessness applications remains higher than the national trend.

Figure 4

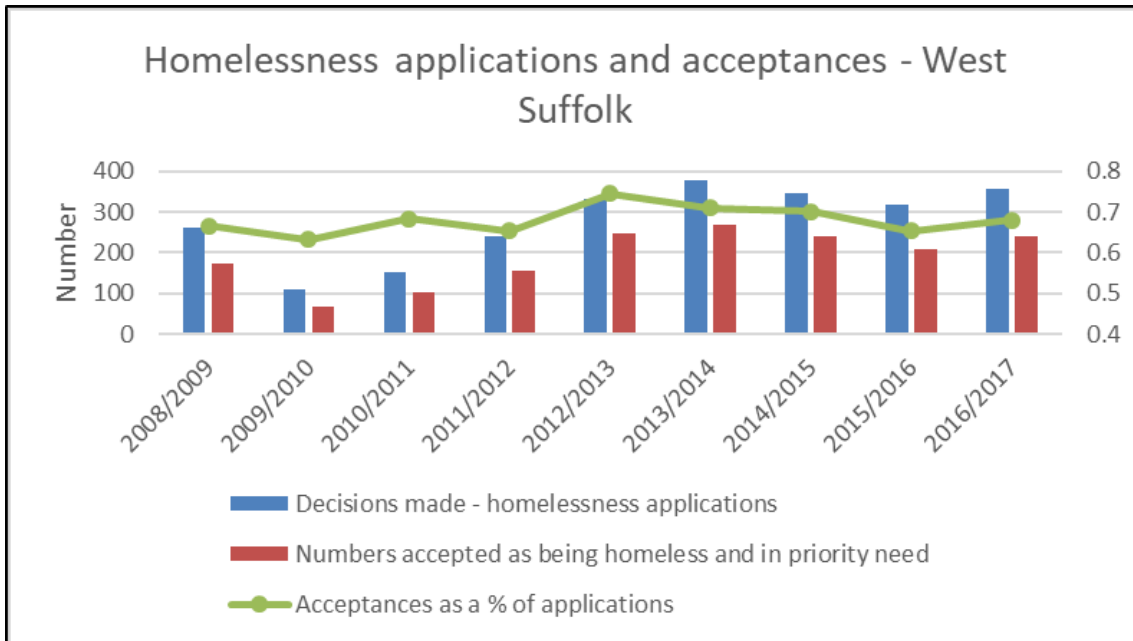


Source: DCLG P1E return

During the 2016/17 financial year, 115,550 decisions were made by local authorities nationally. This is an increase of 0.7 per cent from 114,760 in 2015/16, as shown in figure 4.

During the 2016/17 financial year, 59,100 households were accepted by local authorities as being owed the main homelessness duty. This is an increase of 2.4 per cent from 57,730 in 2015/16.

Figure 5



Source: DCLG P1E return

During the 2016/17 financial year, 356 decisions were made by West Suffolk councils compared to 320 in 2015/16, this was an overall increase in decisions of 11.25 per cent, as shown in figure 5.

During the 2016/17 financial year, there were 242 households accepted by West Suffolk councils as being owed the homeless duty compared with 209 accepted in 2015/16, this was an overall increase in acceptances of 15.8 per cent.

Figure 6

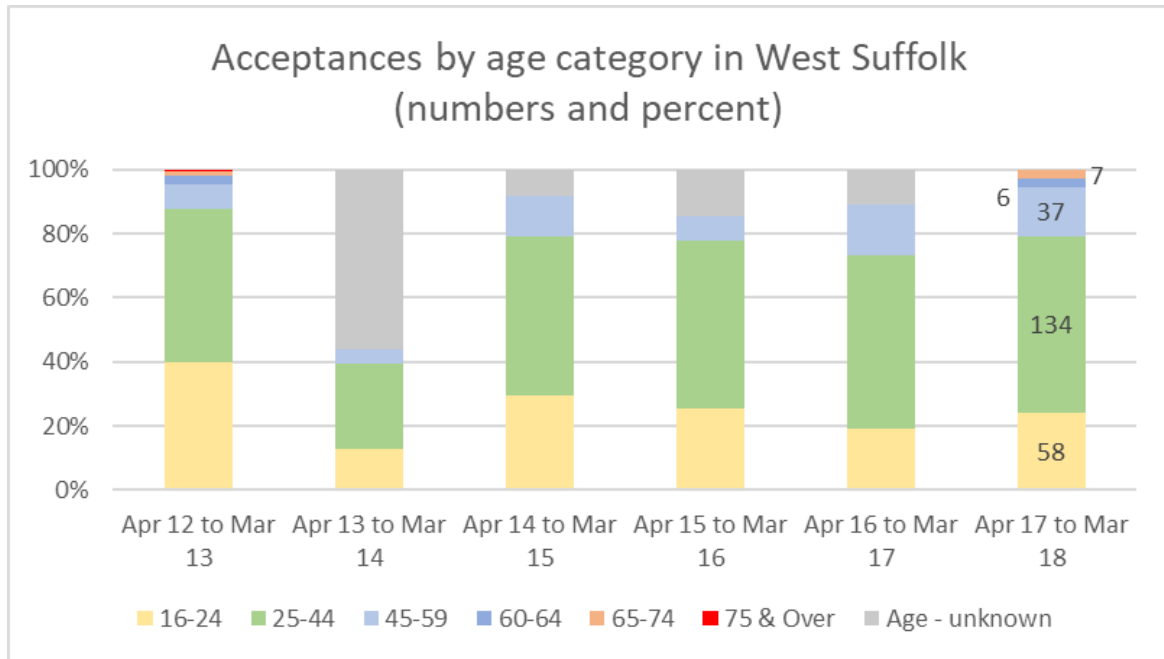
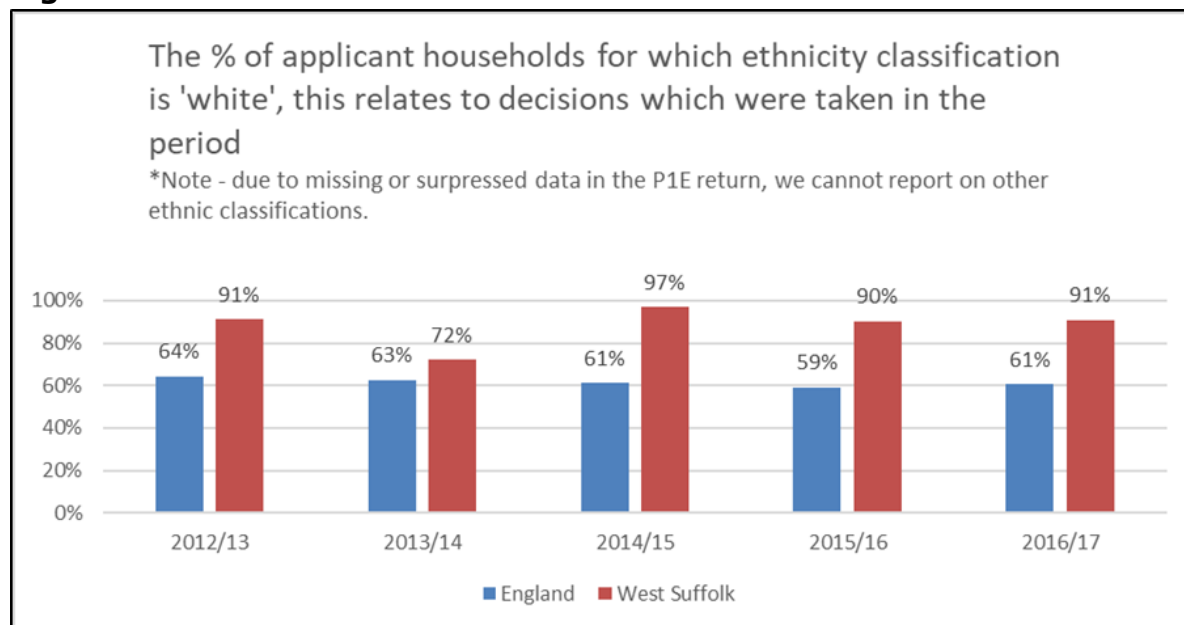


Figure 6 above shows that the highest proportion of homelessness acceptances in 2017/18 is predominantly made up of the 25-44 age category.

Figure 7



Source: DCLG P1E return

In comparison to the rest of England, a significantly higher proportion of households applying for housing is white. However this should be taken in the context that St Edmundsbury is 91.6% white (English, Welsh, Scottish and Northern Ireland) and Forest Heath is 77.2%. It should be noted that there are difficulties in using the figure for Forest Heath due to the large United States Visiting Forces (USVF) population which is more ethnically diverse but not eligible for housing support from the housing authority.

Reasons for loss of last settled home

The three main reasons why households have been accepted as homeless due to loss of their last settled home over the last five years are detailed in figure 8 below.

Consistently both nationally and locally the three main reasons why people have lost their last settled accommodation are due to loss of rented or tied accommodation due to termination of assured short hold tenancy, parent no longer willing to accommodate and violent relationship breakdown involving a partner or associated person. Over the last two years there has been a significant rise in those people that have lost their home due to violent relationship breakdown.

Figure 8

	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Parent, family or friend eviction	85 (34%)	27 (10%)	40 (17%)	26 (12%)	18 (7%)	48 (20%)
Relationship breakdown (violent and non violent)	41 (17%)	58 (21%)	33 (14%)	25 (12%)	38 (16%)	73 (30%)
Violence [not involving a partner] and/or harassment	8 (3%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	21 (9%)
Loss of Private Rented or Tied accommodation	85 (34%)	87 (32%)	83 (34%)	75 (36%)	74 (31%)	76 (31%)
Other	28 (11%)	0 (0%)	6 (2%)	0 (0%)	0 (0%)	24 (10%)
Not stated	0 (0%)	98 (36%)	80 (33%)	83 (40%)	112 (46%)	0 (0%)
Total households	247	270	242	209	242	242

Source: DCLG P1E return

In response to the high number of 'not stated' information, the Council will ensure that procedures are in put in place to collate all appropriate data so that we can better understand the reasons for homelessness and in so doing, reduce the level recorded under this particular heading.

Figure 9

Priority need category	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Applicant homeless in emergency	0	0	0	0	0	6
Households with dependent children	155 (63%)	163 (60%)	153 (63%)	130 (62%)	132 (55%)	131 (54%)
Households with pregnant member & no other dependent children	42	9	6	6	8	24
Aged 16/17 years old	3	0	0	0	0	0
In care and aged 18 to 20	0	0	0	0	0	2
Old age	4	5	0	0	0	4
Physical disability	15	0	0	0	19	20
Mental illness or handicap	14	15	24	7	10	23
Drug dependency	0	0	0	0	0	0
Alcohol dependency	1	0	0	0	0	0
Former asylum seeker	0	0	0	0	0	0
Other	1	0	0	0	0	2
Been in care	3	0	0	0	0	0
Served in HM forces	0	0	0	0	0	0

Been in custody/on remand	0	0	0	0	0	2
Violence/threat of violence	9	16	7	6	15	28
- of which Domestic violence	4	5	5	5	12	17
Priority need category not given	0	62	52	60	58	0
Total households	247	270	242	209	242	242

Source: DCLG P1E return

As shown in figure 9, the main priority need category for people accepted as homeless continues to be those households with dependent children. The Housing Options team continues to try to prevent homelessness for families with children by helping to keep them in their homes or helping them to access accommodation in the private rented sector.

Personal and structural factors that may contribute to people becoming homeless

Personal factors that could contribute towards people becoming homeless include **individual** factors such as a lack of qualifications, a lack of social support, debt, poor physical and mental health, and becoming involved with crime at an early age. Factors relating to **family background** such as family breakdown, abuse in childhood and previous experience of family homelessness may also contribute to homelessness. An **institutional background** such as having been in care, in the armed forces or in prison, can also play a part in the variety of reasons that lead to people becoming homeless.

Structural causes of homelessness are often social and economic and outside of the control of the family or individual concerned. These might include unemployment, poverty and lack of affordable housing.

In West Suffolk we have a very good understanding of the factors that are contributing to people becoming homeless. From figure 8 above we know that, after households with dependent children, the groups most affected by homelessness are households with a pregnant member, people with a physical disability, people with a mental illness or handicap and people experiencing violence or being threatened with violence.

Identifying those most likely to become homeless or threatened with homelessness

We recognise how important it is to understand which groups of people are more likely to be threatened with homelessness. This helps us to focus appropriate resources and advice to the right groups and at the right time. We know, from

figure 9 above, that households with dependent children represent the largest proportion of priority need for people accepted as homeless but we are working with colleagues from across Suffolk to look at trends so we can understand which groups may be more likely to become homeless or threatened with homelessness.

The range of factors that may affect future levels of homelessness

There are a range of factors that may affect the future levels of homelessness. Undoubtedly the overall availability of affordable and suitable homes to buy and rent has an impact. The provision of prevention and support services to provide advice and help to those who are more vulnerable is key as it impacts on people's ability to secure and retain accommodation. Some of these factors are addressed in the Homelessness Reduction Strategy and the Housing Strategy. All of these factors require a collective response from a number of different organisations.

2. Suffolk-wide support

Housing Related Support

Housing Related Support is available across Suffolk and it is used to help people who are homeless or at risk of becoming homeless to help resolve the problems that are contributing to their housing issues. This could include managing their physical or mental health, problems with drugs or alcohol, difficulties with debt, managing finance or problems with staying in work or education.

Single homeless and rough sleepers

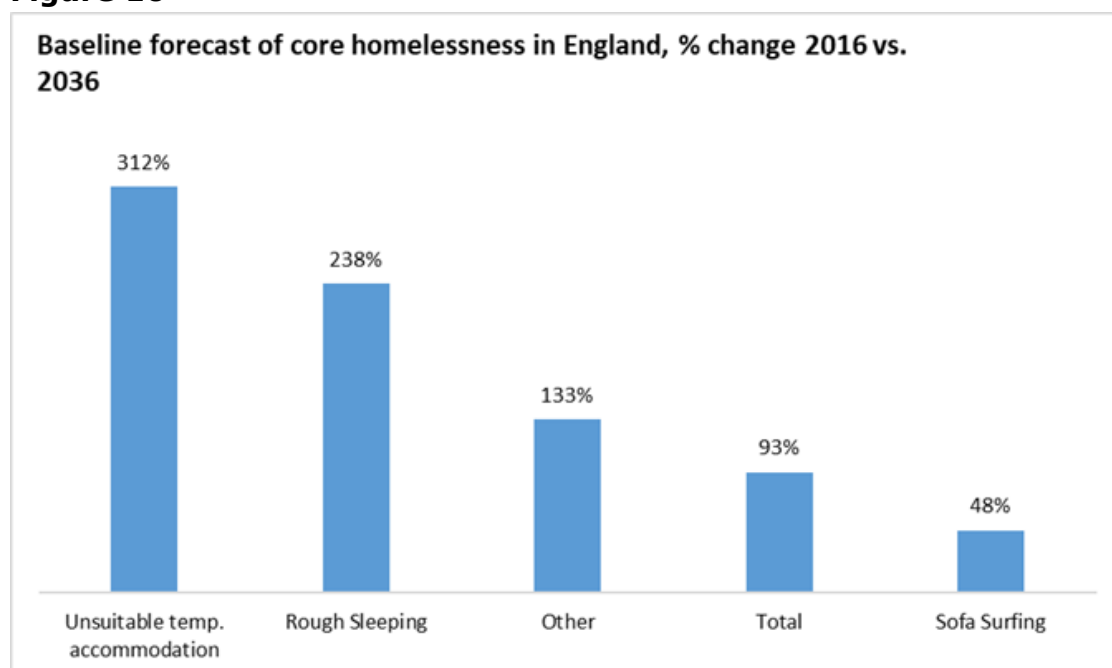
There are a significant number of single homeless people in West Suffolk that the councils did not owe a duty to house because they were not priority need as set out by Homelessness legislation. This however has changed with the introduction of the Homelessness Reduction Act which came into effect in April 2018.

- **Predicted levels of homelessness**

Data is not currently available at the West Suffolk level. However, the forecast for England is that homelessness will almost double (+93%) across England over the next 20 years. This forecast is based on current assumptions about the labour market and economy alongside current policy settings. It is predicted that this will lead to a 312% increase in people in unsuitable accommodation and a 238% increase in rough sleeping between 2016 and 2036.

Figure 10 below sets out how homelessness is expected to increase by 2036 as compared with 2016.

Figure 10



Source: Crisis report on Homelessness Projections: Core homelessness in Great Britain (summary report).

Figure 11 below shows that the number of rough sleepers across West Suffolk has increased dramatically.

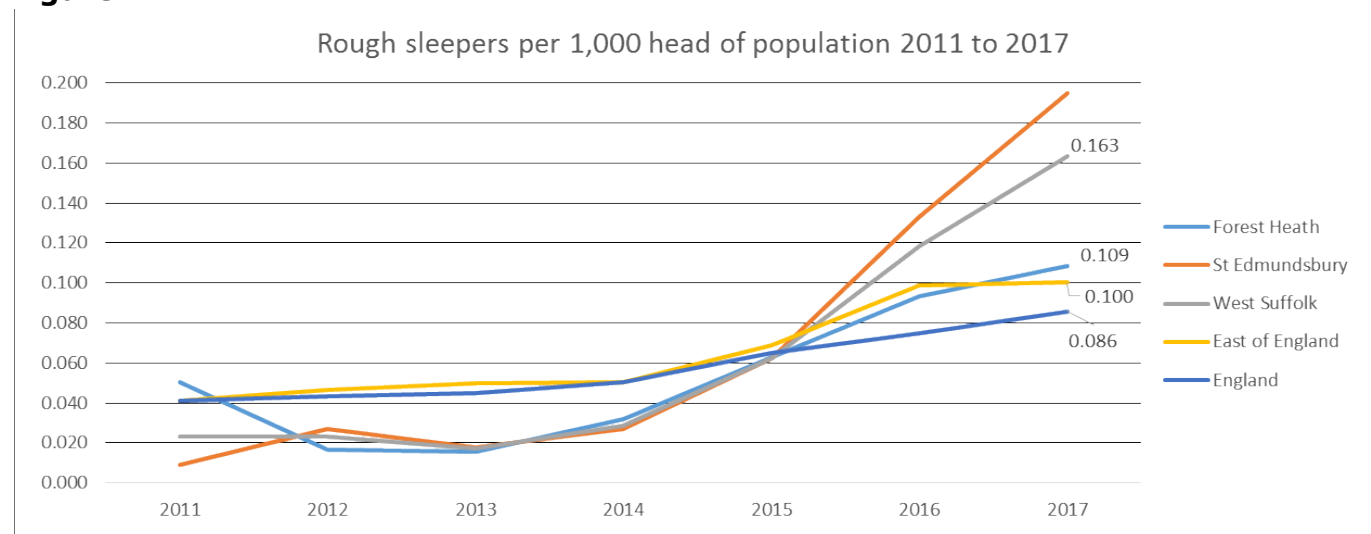
Figure 11



Source: ONS data: Rough sleeping in England: autumn 2017

Figure 12 below shows that rough sleepers per 1,000 head of population have steadily increased for West Suffolk and are now nearly double that of the England figure.

Figure 12



Source: ONS data: Rough sleeping in England: autumn 2017

Support available for young single homeless and rough sleepers through Housing Related Support.

Figure 13 below sets out the current level of Housing Related Support (HRS) housing provision for particular groups of young people:

Figure 13

Age Group	Provider	Locality	Units
Under 21	YMCA	St Edmundsbury	16
Under 21	Riverside – Cangle, Haverhill	St Edmundsbury	25
Under 21	Newmarket Open Door	Forest Heath	15
			56 Units

Age Group	Provider	Locality	Units
Over 18	Tayfen House and move on, Bury St Edmunds	St Edmundsbury	50
Over 18	Genesis Bury	St Edmundsbury	28
Over 18	Genesis Haverhill	St Edmundsbury	23
			101 Units

Levels of demand and the use of commissioned services

As of January 2018 there were 661 applications (509 in St Edmundsbury and 152 in Forest Heath) on the HRS database applying for accommodation-based support within West Suffolk. 390 (59%) of these were for accommodation-based support, with the balance being for an outreach worker or floating support.

The waiting list includes a number of people for whom offers of support have been considered and rejected because the person’s needs are higher than can be met by HRS services. Equally there are applications for people who have subsequently moved on but whose data has not been updated to reflect this. As a result, the figure of 661 is likely to be an overestimate.

Of the 661 applicants, 233 have been considered and declined, with 31 of these being declined three or more times.

In the six months to October 2017, 188 tenants moved-on from HRS services within West Suffolk, creating space for new services to be offered to those on the waiting list. HRS services are expected to consider those in the highest need first.

A number of voluntary sector organisation in West Suffolk provide valuable advice, support and accommodation for the growing number of single homeless people.

Figure 14 below shows the number of applicants whose nearest town is in St Edmundsbury or Forest Heath who are accessing support from other agencies for example Turning Point, Alcoholics Anonymous, health outreach and/or probation with regards to their mental health or substance misuse.

Figure 14

St Edmundsbury	Forest Heath
118 Mental Health (mainly through GP)	28 Mental Health (mainly through GP)
99 Drug and Alcohol services	13 Drug and Alcohol services
183 in total have accessed a service	38 in total have accessed a service

HRS also takes referrals for young people. Between 1 April 2017 and 31 December 2017 referrals were received from the following agencies (in figure 15 below), split between St Edmundsbury and Forest heath. Self-referrals are also accepted.

Figure 15

St Edmundsbury	Referrals	Forest Heath	Referrals
Housing Options	9	Housing Options	2
SCC CYPS	19	SCC CYPS	3
Probation	1	Probation	1
Housing Assoc	2	Housing Assoc	3
Lighthouse WA	1	NSFT	2
NSFT	1	Supported Housing	9
Homegroup	2		
Supported Housing	1		
TOTAL	36	Total	20

Assistance from Social Services

With Social Services, across Suffolk we are developing ways of understanding and helping vulnerable adults and children in the area. We do, however, know some of the problems we are facing, as highlighted in the following statistics:

- In 2016/17 a total of **1,972 adults** were in treatment for **substance misuse**.
- In 2015/16, **9%** of the support provided by the **Drug Alcohol Outreach Service was housing related** and this increased to 15% in 2016/17.
- Approximately **30%** of people in the Housing Related support system have a **criminal conviction**.
- It is estimated that 1 in 4 people, which equates to **186,000 people in Suffolk**, are estimated to have **ongoing mental health issues**. It is estimate that 1 in 8 people, which equates to **93,000 people in Suffolk**, are **receiving treatment** in Suffolk.
- In children’s services (at the end of 2017) **1,783 early help cases were open**.
- In 2016/17, **292 care leavers were seeking accommodation**.

- As at November 2017, there were 12 care leavers under children's services.

We will continue to work with Suffolk County Council to monitor the effectiveness of its existing Housing Related Support contracts, and to plan for the new contracts which will be in place from 2020. These new contracts will be commissioned on the basis of a new government funding model which has yet to be confirmed.

3. Formulating a strategy to prevent homelessness

Homelessness prevention

From April 2018, new legislation will fundamentally change the work of housing teams and prevention and relief duties will be very different.

Figure 16

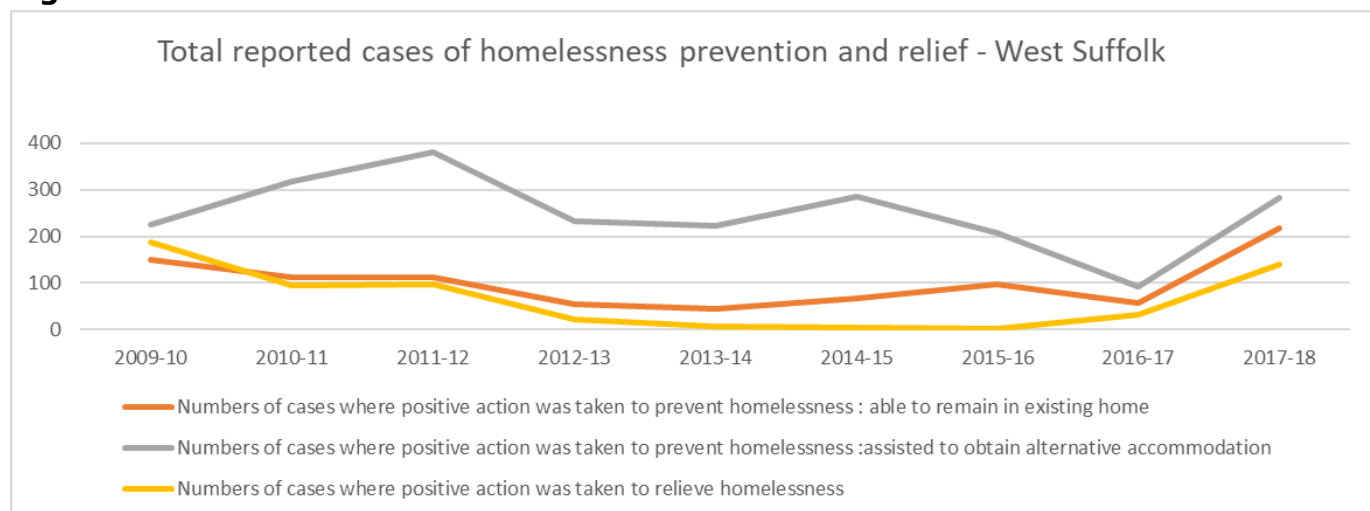


Figure 16 above shows the number of cases where homelessness has been prevented or relieved in West Suffolk.

Possession actions in the private and public sector

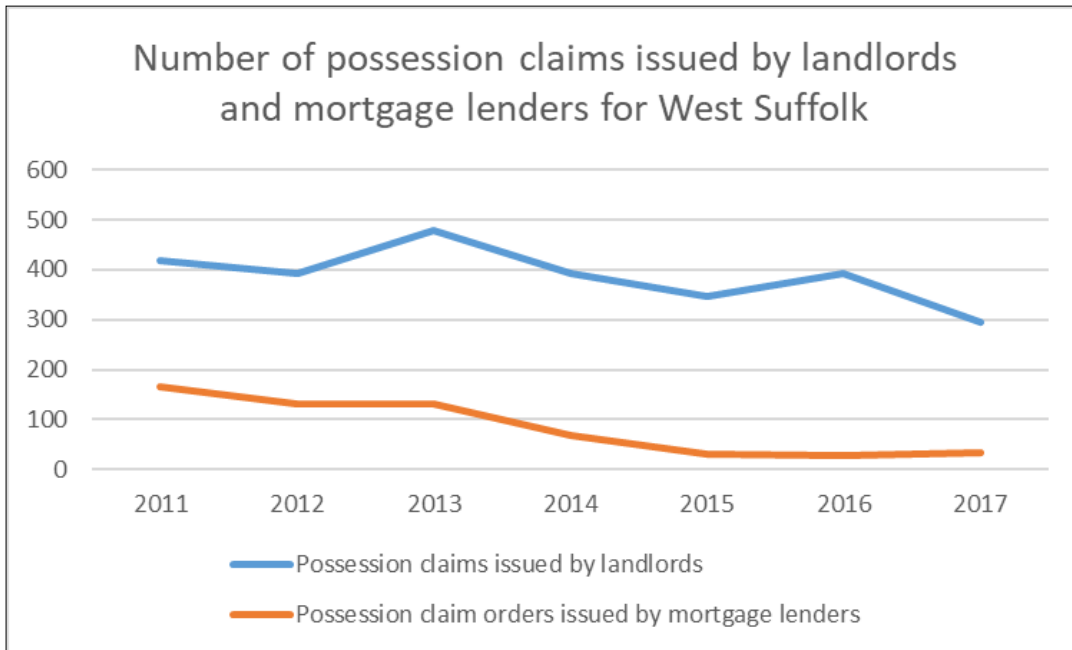
Landlord possession actions

As shown in figure 17 below the number of landlord (social and private) possession claims (or actions) have been decreasing since a peak in 2013.

Mortgage possession actions

Figure 17 further shows that since 2011 the number of mortgage possession claims have fallen. The fall in the number of mortgage possession actions coincides with lower interest rates, a proactive approach from lenders in managing consumers in financial difficulties and other interventions from the Government, such as the Mortgage Rescue Scheme. This fall in the number of mortgage possession claims could also be due to the introduction of the Mortgage Pre-Action Protocol and a decrease in the number of owner-occupiers.

Figure 17



4. Reviewing accommodation needs and resources

In this section we will look at a review of the existing supply of accommodation available to people who are homeless or at risk of homelessness and identify where there are gaps, or where existing resources do not match the most pressing need.

Social and affordable housing held by the housing authority and private registered providers

Figure 18 below shows the total number of social and affordable housing lets for West Suffolk (the first date relates to when the lettings database Abrisas was first implemented):

Figure 18

Date	Forest Heath	St Edmundsbury	West Suffolk
June 2016 – June 2017	231	343	574
June 2017 – March 2018	344	248	592
Total	575	591	1,166

Source: Abrisas

A further analysis of the data shows that for affordable rent and social rent, two bedroom houses are most frequently bid for across West Suffolk, followed by one bedroom houses. The average affordable rent for a two bedroom house is £131 per week and for social rent the average is £97 per week.

Households in temporary accommodation

Figure 19 below shows the number of families that have been housed in temporary accommodation between 2013 and 2018.

Figure 19

Number of families annually		
Year	Bed and Breakfast	Other temporary accommodation
2013-2014	266	136
2014-2015	203	144
2015-2016	200	163
2016-2017	155	146

2017-2018	255	61 (only goes up to September)
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Source: DCLG P1E return

Affordable housing units delivered by Registered Social Landlord partners

Figure 20 below shows the number of affordable housing units delivered by registered provider schemes, where 100% is usually affordable housing, section 106 schemes, and open market schemes where we usually achieve our target of 30% affordable housing that is then managed by a registered provider.

Figure 20

	Registered provider lead schemes (units delivered)	Section 106 schemes (units delivered)
2014/15	101	44
2015/16	87	110
2016/17	101	41
2017/18 (anticipated)	90	149

Support accommodation available for particular groups of people in need of accommodation with support

The data given in the table below is for the whole of Suffolk.

Figure 21

Waiting list	1523	74%	Waiting for accommodation
Waiting list – offer made	3	0%	Waiting for support
Accepted – service pending	12	1%	In accommodation
Accepted – service being provided	315	15%	In accommodation
Manual waiting list	2	0%	On hold
Service finished	152	7%	Accommodation or support ended
Accepted – service finished	62	3%	Accommodation or support ended
Total	2069	100%	

Figure 22 below sets out the services that are available for people with a **mental health diagnosis** who are in the care of the secondary mental health team.

Figure 22

Accommodation	Units Available
Bury St Edmunds	<u>12 self-contained flats</u> 2 of these flats are used for an alternative use; 1 Short Stay Respite Accommodation and 1 Short Stay Emergency Supported Accommodation Admission Prevention bed (APS) <u>Assured Short Hold Tenancy</u> There are also 6 flats which although form part of the service at Hospital Road. <u>18 individual flats on one site</u>
Newmarket	3 flats
Haverhill	5 flats
Total	44

Supply and demand for low cost home ownership schemes

Supply

The number of shared ownership schemes or shared equity housing completed in West Suffolk was 17 in 2015/16, 23 in 2016/17 and 60 in 2017/18 (anticipated).

Demand

The number of people in West Suffolk applying for low cost ownership schemes was 191 in 2015, 199 in 2016 and 270 in 2017. As this data shows, the demand has significantly increased since 2015.

We are also working with registered providers to put mechanisms in place so that we know how many low cost home ownership schemes will be forthcoming.

Welfare Reform

The Welfare Reform Act introduced the most fundamental reforms to the social security system for 60 years. People who need help and support in relation to housing have mainly seen impacts from four policy areas:

- The Benefit Cap
- The removal of the spare room subsidy in the social rented sector (under occupation)
- Introduction of Local Council Tax Support
- Universal Credit

Benefit Cap – from April 2013

The maximum level of benefits, including household benefit, has been capped at £500 weekly for families and couples and £350 for single people.

In November 2017, 111 Households across **West Suffolk** were affected by the Benefit Cap. All of these were households with dependent children, with the vast majority (90) being lone parents. 16 of the 111 households had 2 dependent children, 62 had 3 dependent children with the remainder having 4 or more dependent children.

In terms of tenure, the majority of the 111 households that had their benefits capped were in social rented accommodation (90).

The average weekly amount capped amount per household was £50.81 in November 2017, however this average masks a wide range, as there were:

- 19 households that were capped between £50 to £75 per week
- 12 households that were capped £75 to £100 per week
- 18 households were capped between £100 to £200 per week

Lone parents with dependent children in West Suffolk were capped by an average of £51.67 per week.

The removal of the spare room subsidy – from April 2013

Social sector tenants of working age renting from a local authority, housing association or other registered social landlord receive housing support based on household size. A version of this already applies to private tenants.

The allowance is for one bedroom for each person or couple living as part of the household. Two children under 16 of the same gender are expected to share a room, as are two children under 10 regardless of gender.

Household size criteria will also allow one bedroom for a non-resident carer if a tenant or their partner is a disabled person who needs overnight care.

Households with a disabled child may retain housing benefit for an additional room, if the nature and severity of the child's disability disturbs the sleep of the other child that they would normally be expected to share with.

Where a property is deemed 'under occupied' the eligible rent under Housing Benefit will be reduced by 14 per cent for one room and 25 percent if under occupied by two rooms or more.

In **West Suffolk**, of the 8,933 households on housing benefit in August 2017, 7.4% (665) had a reduction of £16.21 per week to their benefits and allowances due to the spare room subsidy being applied.

Local Council Tax Support (LCTS) – from 1 April 2018

- **St Edmundsbury Borough Council – Local Council Tax Reduction Scheme**

Residents who have reached State Pension Credit Age have their Council Tax Reduction calculated in the same way as they did under Council Tax Benefit rules (pre April 2013).

The following criteria applies to those residents of working age who make an application for Council Tax Reduction:

- Applicable amounts have increased to match the Housing Benefit rates.
- Non-dependant deductions for working age have been increased to match those for pension age.
- New and existing claims for the Local Council Tax Reduction Scheme (LCTRS) will no longer be awarded the work related component in their applicable amount if the ESA claim does not include it.
- All new claims from 1 April 2018 - applicable amounts will be restricted to two child premiums except in some limited prescribed circumstances. For existing claims, from 1 April 2018 onwards, child premiums for new additions to the household will no longer be awarded if the two child limit is exceeded except in some limited prescribed circumstances.
- All new claims from 1 April 2018 for working age residents will no longer have the family premium applied to the applicable amount. This was already removed from pension age residents.

- Currently around 4965 residents are in receipt of LCTRS
- 3052 of working age
- 1913 of state pension credit age

- **Forest Heath District Council – Local Council Tax Reduction Scheme**

Residents who have reached State Pension Credit Age have their Council Tax Reduction calculated in the same way as they did under Council Tax Benefit rules (pre April 2013).

The following criteria applies to those residents of Working Age who make an application for Council Tax Reduction:

- Applicable amounts have increased to match the Housing Benefit rates.
- Non-dependant deductions have been increased to match those for pension age.

- New and existing claims for LCTRS will no longer be awarded the work related component in their applicable amount if the ESA claim does not include it.
 - All new claims from 1 April 2018 - applicable amounts will be restricted to two child premiums except in some limited prescribed circumstances. For existing claims, from 1 April 2018 onwards, child premiums for new additions to the household will no longer be awarded if the two child limit is exceeded except in some limited prescribed circumstances.
 - All new claims from 1 April 2018 for working age residents will no longer have the family premium applied to the applicable amount. This was already removed from pension age residents.
- Currently around 3563 residents are in receipt of LCTRS
 - 1816 of working age
 - 1747 of state pension credit age

Universal Credit – from April 2013

Universal Credit aims to make the welfare system simpler by replacing six benefits and credits with a single monthly payment for those residents on a low income or out of work. It includes support for the costs of housing, children and childcare, as well as support for disabled people and carers.

Between April 2013 and the end of 2017, Universal Credit replaced:

- Income-based Jobseeker's Allowance
- Income-based Employment and Support Allowance
- Income Support
- Working Tax Credit
- Child Tax Credit
- Housing Benefit

In St Edmundsbury, full service rollout of Universal Credit began in October 2017 and in Forest Heath it will commence in autumn 2018. 55 per cent of those receiving Universal Credit in St Edmundsbury in December 2017 were not in employment. Over one in four of those receiving Universal Credit in St Edmundsbury were between the age of 16 and 24 and 54 per cent were below 35 years of age. There are approximately 1000 people in St Edmundsbury in receipt of Universal Credit.

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Appendix B: Homelessness Reduction Strategy – delivery plan

This plan has been developed so that we can deliver against the priorities and actions set out in the Homelessness Reduction Strategy. It will be regularly reviewed and updated as we make progress in our priorities and as circumstances change.

We will resource the delivery of our priorities and actions through existing budgets and resources including the Flexible Homelessness Support Grant, and through the use of new burdens funding that local authorities have been allocated to implement the Homelessness Reduction Act. We will also continue to access external funding opportunities through central Government, commissioning and our partners.

Priority One: Homelessness Prevention

No	Action	Key milestones	Outcomes and monitoring	Lead officer	Key partners
1.1	Provide high quality timely advice for all residents on their housing options.	April 2018 – targeted guides available on website and hardcopy Quarterly monitoring and update of advice guides	<ul style="list-style-type: none"> • Successful homeless preventions. • Increased use of online resources on the West Suffolk website and Homelink page. • Monitoring customer contact to establish if online and self-help has affected the number or frequency of contact. • Increased use of self-help guides to ensure that those who can, are able to access up-to-date and relevant advice about housing options 	Service Manager – Housing Options and Homelessness	Customer Services
1.2	Agree a personal housing plan for anyone homeless or threatened with homelessness. We will	Housing Plans in place from April 2018	<ul style="list-style-type: none"> • Personal housing plans are developed for all housing applicants and successfully lead to the prevention of homelessness. 	Housing Options and Homelessness team	Specialist training providers as appropriate

No	Action	Key milestones	Outcomes and monitoring	Lead officer	Key partners
	review our casework management system to ensure we can monitor progress and report on the outcomes of advice given.	Ongoing training of staff to ensure that plans are robust and that success is measurable using the SMART principles	<ul style="list-style-type: none"> Use Locata to ensure that housing plans are tailored and monitored 		
1.3	Identify people at risk of homelessness at an earlier stage and develop interventions to prevent them from being threatened with or becoming homeless.	<p>April 2018 – targeted advice available. Ongoing monitoring.</p> <p>Quarterly monitoring of data for prevention and relief actions.</p> <p>Regular liaison with key partners to discuss case management and strategic support</p>	<ul style="list-style-type: none"> Tailored Housing Options advice information available for those particularly at risk of homelessness. Effective advice and prevention pathways in place to ensure they meet the requirements of the Homelessness Reduction Act and review to ensure they are effective. Groups who are particularly at risk of homelessness are identified and targeted, early intervention is provided to those who have housing needs, in order to facilitate planned moves rather than crisis management. Fewer homeless individuals and households, lower spend on bed and breakfast and temporary accommodation. 	Housing Options and Homelessness team	<p>Anglia Revenues Partnership, Citizens Advice, Jobcentre.</p> <p>Pathway support provided by a range of agencies, including mental health, probation and social care.</p>

No	Action	Key milestones	Outcomes and monitoring	Lead officer	Key partners
			<ul style="list-style-type: none"> Monitoring to compare with existing statistics and national baseline against the new Act. 		
1.4	Identify ways to encourage tenancy sustainment and prevent recurring homelessness by helping people sustain settled accommodation.	Ongoing caseload management	<ul style="list-style-type: none"> Fewer instances of contact meaning less cost and time spent housing people. Effective case management of households to ensure support is in place Timely interventions by the Housing Options Solutions Team to provide effective intervention and signpost to support. 	Housing Options and Homelessness team	Landlords, registered providers, housing, Anglia Revenues Partnership, Suffolk County Council and support agencies.
1.5	Provide tailored advice for people at greater risk of homelessness, including young single people, prison leavers, hospital leavers, victims of domestic abuse, people leaving care, former members of the armed forces, people with learning difficulties, people with mental health issues and Gypsies and Travellers (also linked in actions around priority three).	<p>April 2018 – targeted advice available. Ongoing monitoring.</p> <p>Quarterly monitoring data of prevention and relief actions.</p> <p>Regular liaison with key partners to discuss case management and strategic support.</p>	<ul style="list-style-type: none"> Groups at particular risk of homelessness are identified and tailored advice and prevention leaflets/pathways identified. Decrease the likelihood of those most at risk presenting as homeless and requiring the new statutory duty. Track frequency and referral route for these cases. Monitor expenditure for those accepted under these risk factors to see the amount of decrease. 	Housing Options and Homelessness team	Customer Services, Children and Young Peoples Services, health, probation, prisons services, adult care, police, registered providers, Anglia Revenues Partnership

No	Action	Key milestones	Outcomes and monitoring	Lead officer	Key partners
1.6	Develop a prevention toolkit, training and advice to help organisations respond to the risk of homelessness at an earlier stage.	October 2018	<ul style="list-style-type: none"> Ensures a standardised approach to information for all partner organisations. Reduces cost of information from multiple streams being referred to the correct department. Reduces the risk of information being lost between partners. 	Housing Options and Homelessness team	Police, registered providers, third sector agencies
1.7	Brief the statutory and voluntary sectors of the requirements of the Homelessness Reduction Act (HRA) so they can provide the right support and advice.	Initial briefings completed before April 2018 Programme of briefings in place by October 2018 (duty to refer implementation date).	<ul style="list-style-type: none"> Increased knowledge of HRA and approach to reducing homelessness. Improved referral times due to having information on referral process and statutory responsibilities. 	Service Manager – Housing Options and Homelessness	Customer Services, Children and Young Peoples Services, health, probation, prisons services, adult care, police, registered providers, Anglia Revenues Partnership
1.8	With partners, agree clear pathways and referral routes. This will include public bodies that will have a new duty to refer. Implement protocols for information sharing between services working with customers at risk of homelessness.	By October 2018	<ul style="list-style-type: none"> Partners have access to effective and efficient referral routes for the Housing Options Service, including an online referral form. 	Service Manager – Housing Options and Homelessness	Customer Services, children and young people's services, health, probation, prisons services, adult care, police.

No	Action	Key milestones	Outcomes and monitoring	Lead officer	Key partners
1.9	Improve data collection and recording. Use data and predictive analysis to help target resources to prevent homelessness and identify and interact with people in need of advice and support, in order to prevent homelessness from occurring. This will include developing local community based responses in areas with higher levels of homelessness including specialist advice and signposting.	Use of quarterly data from June 2018	<ul style="list-style-type: none"> Streamline resources and reduce cost at expensive relief stage. Reduced use of temporary accommodation and build more detailed picture of hidden homelessness in the West Suffolk area allowing for pin pointed strategies in housing and provision for families at risk. 	Service Manager – Housing Options and Homelessness	ICT, Housing Options.
1.10	Make better use of debt and financial advice to improve prevention work.	Ongoing	<ul style="list-style-type: none"> Households that are likely to be at risk identified and signposted or referred to relevant advice services. Timely intervention from the Solution’s Team alleviating crisis situations and referring to ongoing support. Locata reporting on stages of homelessness and those prevented due to financial advice. 	Housing Options and Homelessness team	Citizens Advice Bureau, Housing Options, floating support, customer services.

No	Action	Key milestones	Outcomes and monitoring	Lead officer	Key partners
1.11	Better align assessment processes with statutory services and explore housing issues where appropriate as a key line of questioning.	By December 2018 (and ongoing review).	<ul style="list-style-type: none"> • Effective use of referral and pathway services • Reduced incidences of crisis management as partners consider housing situation as part of their assessment processes – particularly target hospitals, mental health services and probation. • Reduction in 'Relief' stage homelessness cases. 	Housing Options and Homelessness team	Hospitals, mental health services and probation
1.12	Work with partners through the Suffolk Health and Wellbeing Board to ensure that the health benefits of individuals and families having a settled home remain high on its agenda.	Ongoing (as Health and Wellbeing Board forward plan).	<ul style="list-style-type: none"> • Reduced costs and impact on health and care services. • Increased stability for households and long term community benefits. 	Lead West Suffolk Councillor on Health and Wellbeing Board, Assistant Director – Families and Communities	Suffolk Health and Wellbeing Board
1.13	Ensure that people in temporary accommodation are supported to access services and ensure that referrals are made to relevant floating support.	Ongoing case management	<ul style="list-style-type: none"> • Reduces risk of repeat homelessness or impact of existing homelessness on health and wellbeing of the individual or family. 	Housing Options and Homelessness team	Housing options, third sector partners, health services, and other statutory partners.

Priority two: Tackling rough sleeping

No	Action	Key milestones	Outcomes and monitoring	Lead officer	Key partners
2.1	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. This will include the development of a 'No Second Night Out' partnership.	Additional outreach support secured (two posts for 12 months) – April 2018. Further outreach and 'in reach' support to be secured as funding opportunities emerge.	<ul style="list-style-type: none"> Reduction in the number of rough sleepers and those at risk of rough sleeping. Reduction in evictions from supported housing 	Service Manager – Housing Options and Homelessness and Rough Sleepers – prevention and support worker.	'No Second Night Out Partnership', police, health, care, mental health and substance misuse partners.
2.2	Implement pathways for tackling homelessness: identifying risks early, promoting self-help and resilience for those able to help themselves and proactive help for those who are too vulnerable to help themselves.	Monthly Housing Forum meetings. Ongoing individual case management.	<ul style="list-style-type: none"> Successful homelessness preventions resulting in lower risk of persistent homelessness and use of bed and breakfast. Fewer mandatory homelessness case acceptances and lower effect on health and wellbeing services in the area. Monitoring carried out through conversations and access to Positive Pathways leavers and those that become homeless later. 	Service Manager – Housing Options and Homelessness	Home Group and other floating support services
2.3	Deliver robust services for those who are homeless. Working in	Ongoing	<ul style="list-style-type: none"> Ensure pathways to accessing support and information are available. 	Rough Sleepers – prevention	Local authorities, third sector partners, police, health

No	Action	Key milestones	Outcomes and monitoring	Lead officer	Key partners
	partnership, provide support and stability to people who are homeless, with the aim of breaking the cycle of homelessness.		<ul style="list-style-type: none"> • Monitor repeat homelessness and identify underlying causes and potential solutions. • Reduction of rough sleepers/homelessness and those at risk of rough sleeping/homelessness. 	and support worker	services and other statutory partners.
2.4	Work with local authorities across Suffolk and the Cambridge sub-region to improve the service offer and outcomes including for those leaving institutions (for example, hospitals and prisons).	Ongoing liaison meetings with hospitals and probation	<ul style="list-style-type: none"> • Reduction of rough sleepers/homelessness and those at risk of rough sleeping/homelessness. Lower cost per head due to cross system working. 	Service Manager – Housing Options and Homelessness	Local authorities, police, prisons, health and care services.
2.5	Further enhance coordination across statutory, commissioned and voluntary services to coordinate activity, share information and work together on initiatives.	Ongoing – regular series of meetings with key partners	<ul style="list-style-type: none"> • Reduction in persistent homelessness. • Reduced spend on bed and breakfast. • Reduced workload for outreach workers and those working directly with the homeless/those at risk of homelessness. • Increased knowledge base to aid prevention work. 	Service Manager – Housing Options and Homelessness	Local authorities, third sector partners, police, health services and other statutory partners.
2.6	Continue to access external funding to support outreach and prevention activity building on that	As funding opportunities become available	<ul style="list-style-type: none"> • Maintenance, and where possible, expansion of services and key homelessness provision. 	Rough Sleepers – prevention and support worker	Local authorities, central Government.

No	Action	Key milestones	Outcomes and monitoring	Lead officer	Key partners
	already secured from government and Suffolk Public Health.				
2.7	Continue to provide Severe Weather Emergency Provision (SWEP).	SWEP provision for winter 2018/19 secured. Winter 2019/20 to be secured by December 2018.	<ul style="list-style-type: none"> • Lower risk of homeless fatalities or injury incurred due to weather. • Increased chance of outreach and contact with those less likely to engage with statutory services. 	Service Manager – Housing Options and Homelessness	Registered housing providers, Suffolk County Council (housing related support).
2.8	Help people with entrenched patterns of rough sleeping more holistically through better collaborative working and support tailored to their individual needs.	Ongoing	<ul style="list-style-type: none"> • Reduction of rough sleepers/homelessness and those at risk of rough sleeping/homelessness. • Targeted reporting from outreach, third party organisations and customer services. 	Rough Sleepers – prevention and support worker	Local authorities third sector partners, police, health services and other statutory partners.
2.9	Reconnect those from other areas back with their local community unless there is a good reason why they should not return.	Ongoing	<ul style="list-style-type: none"> • Increased likelihood of those in need of help receiving help from the appropriate services and established support networks. 	Rough Sleepers – prevention and support worker	Other local authorities
2.10	Provide effective information to the public about rough sleeping and how they can help if they have concerns.	Ongoing communications plan Introduce alternative given	<ul style="list-style-type: none"> • Increased public knowledge on referrals and ways to help those threatened with homelessness or those sleeping rough. • Monitor through online traffic and rate of click through to relevant service area or local authority. 	Rough Sleepers – prevention and support worker	Communications Team, Families and Communities Team, voluntary and community groups

No	Action	Key milestones	Outcomes and monitoring	Lead officer	Key partners
		schemes by December 2018	<ul style="list-style-type: none"> Effective use of alternative giving schemes to encourage people to support organisations to assist rough sleepers. 		

Priority three: Support for vulnerable households

No	Action	Key milestones	Outcomes and Monitoring	Lead Officer	Key Partners
3.1	Explore options for the provision of more temporary accommodation to house individuals and families, including those who have experienced domestic abuse.	<p>Ongoing discussions with registered providers.</p> <p>Investment opportunities explored as appropriate (link to Asset Strategy and Plan).</p>	<ul style="list-style-type: none"> Sufficient availability of temporary accommodation bed and breakfast accommodation to meet demand from households who become homeless in an emergency. Effective use of move on accommodation to free up temporary accommodation. 	Service Manager – Housing Options and Homelessness	Property Team, registered providers
3.2	Support the monitoring of housing related support (HRS) to identify resources for those groups that are at high risk of homelessness.	<p>HRS placements monitored at monthly Housing Forum.</p> <p>Re-commission of HRS contract by 2020, monitored via Suffolk Housing Board</p>	<ul style="list-style-type: none"> Increased knowledge on referrals and ways to help those threatened with homelessness. Higher proportion of those arriving in the prevent stage rather than the relief stage to allow for lower risk of repeat/persistent homelessness. Effective involvement in the recommission of HRS services (led by Suffolk County Council) providing a contract which prevents and relieves homelessness. 	Service Manager – Housing Options and Homelessness	Suffolk County Council Adult Social Care and Children and Young People Services, registered providers, Housing Forum members

No	Action	Key milestones	Outcomes and Monitoring	Lead Officer	Key Partners
3.3	Explore the Housing First model and continue to influence commissioning decisions, made by other agencies, in order that contacts support the outcomes we are aiming to achieve to ensure that appropriate resources are allocated to West Suffolk.	Monthly Housing Forum meeting Monthly Suffolk Housing Board	<ul style="list-style-type: none"> • Learning from Housing First pilots. • Influencing commissioning decisions to support the Housing First model. • Accessing funding to implement the principles of Housing First on individual cases. 	Service Manager – Housing Options and Homelessness	Local authorities, central Government, registered providers.
3.4	Continue to monitor and review pathways and referral processes for vulnerable groups to ensure that the right level of support is maintained.	Monthly Housing Forum meeting	<ul style="list-style-type: none"> • Ability to maintain and improve services to ensure they respond to changing needs of people at risk of homelessness or those seeking advice. • Monitoring varied out through customer feedback, information of prevention and levels of contact with relevant services. 	Service Manager – Housing Options and Homelessness	Customer Services, Housing Options, Housing Forum partners
3.5	Work with Suffolk partners to ensure that accommodation and support for victims of domestic abuse is appropriate; and add to pre-existing satellite accommodation.	Suffolk Domestic Abuse Forum meetings	<ul style="list-style-type: none"> • Continued access to satellite accommodation for the most vulnerable and those potentially at risk of further domestic violence. 	Service Manager – Housing Options and Homelessness	Suffolk’s Violence Against Women and Girls Multi Agency
3.6	Identify and share resources, including staff, to support victims of domestic abuse, and rough sleepers.	Ongoing	<ul style="list-style-type: none"> • Targeted resource management and insight to support individuals and families in need. 	Service Manager – Housing Options and Homelessness	Housing options, local authorities, third sector partners, police, health services

No	Action	Key milestones	Outcomes and Monitoring	Lead Officer	Key Partners
			<ul style="list-style-type: none"> • Access to schemes and methods of tackling domestic violence and its lasting effects. • Monitoring carried out through referrals on Locata and Inform, the support plan system used by outreach services. 	and Rough Sleepers – prevention and support worker	and other statutory partners.
3.7	Explore opportunities to increase access to mental health services with a view to promoting these services to housing customers.	Discussions underway with Norfolk and Suffolk Foundation Trust (NSFT). Seconded post by October 2018 (funding dependent).	<ul style="list-style-type: none"> • Ensure pathways to accessing mental health services for those in need of support. 	Service Manager – Housing Options and Homelessness	Mental Health Services and Clinical Commissioning Group
3.8	Continue to operate the Housing Forum to provide a multi-agency approach to vulnerable customers including rough sleepers and those in supported accommodation.	Monthly Housing Forum meetings	<ul style="list-style-type: none"> • Ensure the Housing Forum continues to be fit for purpose and helps the most vulnerable individuals and families in our communities. 	Service Manager – Housing Options and Homelessness	Housing Forum partners.
3.9	Continue to hold and attend case management meetings with agencies, including adult and children services, to prevent the most	Ongoing – case meetings as appropriate	<ul style="list-style-type: none"> • Fewer of our most vulnerable families or individuals presenting as homeless. 	Service Manager – Housing Options and Homelessness	Children’s Services, Adult Services,

No	Action	Key milestones	Outcomes and Monitoring	Lead Officer	Key Partners
	vulnerable families from becoming homeless.				

Priority four: Increasing accommodation options

No	Action	Key milestones	Outcomes and monitoring	Lead officer	Key partners
4.1	Improve access to good quality private rented housing to expand choices and provide affordable housing options for families and individuals. This includes supporting both tenants and landlords in developing new approaches that are attractive to all parties.	Quarterly Landlord Forums Self-help guides for private renting – April 2018	<ul style="list-style-type: none"> • Effective support is in place to enable more households to retain short hold tenancies. • Increase the supply of good quality housing in the private rented sector. 	Service Manager – Housing Options and Homelessness	Landlords, registered landlords, Housing Forum, West Suffolk Lettings Partnership.
4.2	Work with private sector landlords and developers to maximise the use of resources and opportunities for all vulnerable people across West Suffolk.	Quarterly Landlord Forums	<ul style="list-style-type: none"> • Monitoring through the private sector offer currently available in the Local Authority area. • Note: specific actions relating to developers included within the Housing Strategy 	Service Manager – Housing Options and Homelessness	Landlords, registered providers, growth, planning.
4.3	Review effectiveness of the West Suffolk Lettings Partnership to increase access to quality private rented accommodation.	Initial review undertaken by September 2018	<ul style="list-style-type: none"> • Monitor number of households housed through the West Suffolk Lettings Partnership • Increased satisfaction amongst private sector landlords and tenants using the West Suffolk Lettings Partnership 	Service Manager – Housing Options and Homelessness	West Suffolk Lettings Partnership

No	Action	Key milestones	Outcomes and monitoring	Lead officer	Key partners
4.4	Hold Landlord Forums to engage with private landlords, share best practice and offer advice and support.	Quarterly meetings established	<ul style="list-style-type: none"> • Monitor attendance at meetings and outcomes. • Increased input and support from other partners at the Forum. 	Housing Options and Homelessness team	Anglia Revenues Partnership, Public Health and Housing Team
4.5	Focus on sustaining tenancies and provide advice and support to prevent a housing crisis arising in the rented sector and work with landlords and tenants to improve positive outcomes.	Ongoing monitoring of interventions by the Solutions Team and Advice and Prevention Team	<ul style="list-style-type: none"> • Fewer families presenting as homeless due to lack of suitable accommodation. 	Service Manager – Housing Options and Homelessness	Landlords, registered providers
4.6	Work with registered providers and voluntary sector to increase access to accommodation including lodging schemes; shared accommodation (especially for under 35s); temporary accommodation and tenancies to support move on.	Ongoing	<ul style="list-style-type: none"> • Fewer families presenting as homeless due to lack of suitable accommodation. • Increase in variety of housing options and ease of access for single households outside of priority need. 	Service Manager – Housing Options and Homelessness	Landlords, registered providers, third sector partners
4.7	Continuing to influence the provision of supported accommodation by identifying need and demand.	Regular liaison with the Strategic Housing Team	<ul style="list-style-type: none"> • Fewer families presenting as homeless due to lack of suitable accommodation. 	Service Manager – Housing Options and Homelessness	Strategic Housing Team

No	Action	Key milestones	Outcomes and monitoring	Lead officer	Key partners
4.8	Support Suffolk County Council to manage its existing contracts and influence contracts from 2020 through robust operational feedback (links to action 3.2 above)	HRS placements monitored at monthly Housing Forum Re-commission of HRS contract by 2020, monitored via Suffolk Housing Board	<ul style="list-style-type: none"> Understand the picture of the housing need in Suffolk to ensure we have the correct supply of housing and types of housing around the Suffolk area. 	Service Manager – Housing Options and Homelessness	Suffolk County Council
4.9	Monitor use of bed and breakfast accommodation to ensure use only in emergency situations. Manage move on as soon as possible to and improve outcomes for families and individuals and reduce cost to the taxpayer.	Weekly monitoring of bed and breakfast use (reported quarterly to Performance and Audit Committee)	<ul style="list-style-type: none"> Ensure compliance with the legal standards for use of emergency accommodation. 	Housing Options and Homelessness team	
4.10	Ensure procedures are followed to manage the use of temporary accommodation and when used, to ensure that plans are in place to manage move on.	Weekly monitoring of case load. Escalation procedures in place to approve use of temporary accommodation	<ul style="list-style-type: none"> Reduce spend on temporary accommodation and reduce the number of people at risk of prolonged homelessness. 	Housing Options and Homelessness team	

Priority five: Supporting the implementation of welfare reform

No	Action	Key milestones	Outcomes and monitoring	Lead officer	Key partners
5.1	Continue to develop the role of our Welfare Support Officer and Income Recovery posts to support people to maximise income and minimise expenditure.	Ongoing	<ul style="list-style-type: none"> Decreased likelihood of persistent rent arrears or incorrect benefit allocations leading to decreased likelihood of homelessness. 	Service Manager – Housing Options and Homelessness	Anglia Revenues Partnership
5.2	Develop early intervention protocols with registered providers to ensure tenants retain their accommodation.	April 2018 – regular monitoring meetings with providers	<ul style="list-style-type: none"> Reduced risk of loss of short hold tenancies and ensure tenants retain their accommodation. Monitored through contact made with Customer Services and Housing Options by Landlords and those looking to prevent the loss of a short hold tenancies. 	Service Manager – Housing Options and Homelessness	Registered providers
5.3	Work with Anglia Revenues Partnership, the Citizens’ Advice Bureau, Jobcentres, Department of Works and Pensions and registered providers to support the roll out of Universal Credit.	Quarterly meetings	<ul style="list-style-type: none"> Support the implementation of welfare reform and provide support to individuals and families receiving Universal Credit. 	Service Manager – Customer Service and Transformation	Anglia Revenues Partnership, Citizens Advice Bureau, Jobcentres, Department of Works and Pensions and registered providers.
5.4	Work with partner organisations to provide timely financial advice to households that are	Ongoing	<ul style="list-style-type: none"> Reduced risk of homelessness due to loss of tenancy resulting from financial difficulty. 	Service Manager – Housing	Citizens Advice Bureau, Jobcentres, Department of

No	Action	Key milestones	Outcomes and monitoring	Lead officer	Key partners
	homeless or at risk of homelessness due to debt.			Options and Homelessness	Works and Pensions and registered providers, customer services, housing needs.
5.5	Support private sector landlords to understand the impact of Universal Credit and other welfare reform through the West Suffolk Lettings Partnership and Landlords Forum.	Quarterly Landlord Forum UC guide for landlords launched – May 2018	<ul style="list-style-type: none"> Increased likelihood of retention of assured short hold tenancies and other housing arrangements for those otherwise at risk of homelessness. 	Service Manager – Housing Options and Homelessness	Anglia Revenues Partnership, the West Suffolk Lettings Partnership and Landlord Forum, private sector landlords, Department of Works and Pensions, citizens advice
5.6	Support customers with financial management advice and signpost to appropriate agencies.	Ongoing – quarterly reports submitted to Department of Works and Pensions	<ul style="list-style-type: none"> Appropriate financial advice and signposting provided. Ensuring that customer access support for personal budgeting and digital assistance 	Service Manager – Customer Services and Transformation	Customer services and citizens advice
5.7	Work with Anglia Revenues Partnership to ensure effective allocation of Discretionary Housing Payment (DHP) to	Quarterly monitoring of DHP	Increased use of the DHP Budget Increased homeless prevention cases by resolving housing benefit and debt issues	Service Manager – Housing Options and Homelessness	Anglia Revenues Partnership.

No	Action	Key milestones	Outcomes and monitoring	Lead officer	Key partners
	support those who are experiencing difficulties as a result of welfare reform.				

Joint Executive (Cabinet) Committee

Forest Heath & St Edmundsbury councils

West Suffolk
working together

Title of Report:	West Suffolk Annual Report 2017/2018	
Report No:	CAB/JT/18/006	
Report to and date:	Joint Executive (Cabinet) Committee	25 June 2018
Portfolio holders:	John Griffiths Leader of the Council, St Edmundsbury Borough Council Tel: 01284 757136 Email: john.griffiths@stedsbc.gov.uk	James Waters Leader of the Council, Forest Heath District Council Tel: 07771 621038 Email: james.waters@forest-heath.gov.uk
Lead officer:	Davina Howes Assistant Director (Families and Communities) Tel: 01284 757070 Email: davina.howes@westsuffolk.gov.uk	
Purpose of report:	The West Suffolk Annual Report highlights the key activities and developments that have been achieved over the financial year 2017-18, with regard to the priorities set out in the West Suffolk Strategic Plan 2014-16.	
Recommendation:	It is <u>RECOMMENDED</u> that the West Suffolk Annual Report 2017/2018, as contained in Appendix A to Report No: CAB/JT/18/006, be approved.	
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"/>	

<p><i>The decisions made as a result of this report will usually be published within 48 hours and cannot be actioned until five clear working days of the publication of the decision have elapsed. This item is included on the Decisions Plan.</i></p>			
Consultation:		<ul style="list-style-type: none"> The Annual Report summarises progress in achieving the priorities set out in the West Suffolk Strategic Plan which was informed by feedback from residents, business and stakeholders. 	
Alternative option(s):		<ul style="list-style-type: none"> It is good practice for councils to report on progress against their priorities in this way and ensures transparency on how they spend public money. Forest Heath and St Edmundsbury could report separately on their work to achieve their priorities. However, this would not reflect some of the excellent work which has been delivered jointly across the whole of West Suffolk. Also, it would not show the continued joint working between Forest Heath and St Edmundsbury. 	
Implications:			
Are there any financial implications? <i>If yes, please give details</i>		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	
Are there any staffing implications? <i>If yes, please give details</i>		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	
Are there any ICT implications? <i>If yes, please give details</i>		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	
Are there any legal and/or policy implications? <i>If yes, please give details</i>		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	
Are there any equality implications? <i>If yes, please give details</i>		Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> <ul style="list-style-type: none"> The Annual Report covers evidence to support the achievement of the equality objectives from the Strategic Plan. 	
Risk/opportunity assessment:		None	
Risk area	Inherent level of risk (before controls)	Controls	Residual risk (after controls)
Misunderstanding of the role of the report (i.e. it can only give highlights of W Suffolk's activities, not every action taken).	Very low	Develop a communications plan to clearly explain the role of the report.	Negligible
Ward(s) affected:		All wards	
Background papers: <i>(all background papers are to be published on the website and a link included)</i>		West Suffolk Strategic Plan 2014-16	
Documents attached:		Appendix A: Draft West Suffolk Annual Report 2017-18	

1. Key issues and reasons for recommendation(s)

1.1 Draft West Suffolk Annual Report 2017-18

- 1.1.1 The West Suffolk Annual Report highlights the key activities and developments that have been achieved over the financial year 2017-18, with regard to the priorities set out in the West Suffolk Strategic Plan 2014-16.
- 1.1.2 The St Edmundsbury Borough Council Overview and Scrutiny Committee considered the draft Annual Report on 6 June 2018 (Report No: OAS/SE/18/015) and Forest Heath District Council's Overview and Scrutiny Committee considered the draft Annual Report on 7 June 2018 (Report No: OAS/FH/18/014).
- 1.1.3 The following amendments were recommended by the Overview and Scrutiny Committees. These amendments have also been reflected in the attached version of the annual report:
- Page 4, under 'introduction', add an additional paragraph to highlight how the report deals with issues in both West Suffolk's towns and rural areas. A table summarising all of the councils' work in rural areas in 2017/18 has also been added (Appendix 3).
 - Page 29, under 'historic environment' remove the section on the Corn Exchange in Haverhill as it was agreed by officers that we are not in a position to update at this time.
 - Appendix 2, 'Rural Initiatives Grants' include a summary of Rural Initiatives Grants awarded as part of the scheme.
- 1.2.1 Following a decision by Portfolio Holders, this report has been designed. In addition, as part of our wider strategic communications we are looking to create films for the overall report and the various areas within it including the use of case studies as well as materials such as infographics and animations that all can be used throughout the year on social media.
- 1.2.2 This information will be presented on our improved Web Pages. This effectively helps bring our report to life and allows us to tell a range of audiences in a number of ways what we have been and are doing.
- 1.2.3 We will continue to put this information out in the media as well as posting where appropriate in community social media groups. This will be done throughout the year and examples used repeatedly when appropriate to highlight our priorities and other initiatives. In this way, the report and its messages will be seen by far more people that we either send it to or come to our website.
- 1.2.4 The report also contains a number of case studies and examples from West Suffolk to illustrate the achievements described. These have been carefully drawn from a range of localities, urban and rural locations, and service areas, in order to demonstrate the range of activities undertaken by the councils. In some cases, initiatives were only focused on one specific area, however, so examples are necessarily drawn from these localities.

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West Suffolk Annual Report 2017/2018

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June 2018

If you have any questions about this Annual Report, please contact the Policy Team.

Email: policy@westsuffolk.gov.uk
Telephone: 01284 757633

Foreword from the Leaders

West Suffolk is a national success story and a UK leader in transforming how councils can deliver benefits that make a real difference to the people they serve.

This Annual Report is a small part of the great work Forest Heath District Council and St Edmundsbury Borough Council deliver day in, day out in West Suffolk.

At the heart of all we do are the needs and aspirations of the communities we serve and includes delivering high quality services while encouraging prosperity, good quality of life and a vibrant local economy. This means investing in initiatives that support our communities and businesses while working more closely with partners and residents.

This year we have either secured, embarked upon or invested millions of pounds in leisure facilities, the creation of new jobs, better education, open spaces and development of much needed homes. At the same time we have recycled thousands of tonnes of rubbish, supported businesses with our licensing and enforcement work, as well as kept our streets clean, making West Suffolk such a great place to live and grow a family or business.

Nationally, councils are facing tremendous challenges. This report and the decisions we have been making show we are meeting and exceeding those challenges while continuing to look to the future. Alongside growing our prosperity, we have been able to protect our services while many authorities nationally are reducing theirs. We have also been able to better support and work with our communities and organisations through our Families and Communities work – growing community networks and their self-sufficiency.

Our innovation and aspiration is not only reflected in this report but has also been recognised by Government. We are also pleased that both Councils this year adopted our new Strategic Framework as well as some of the policies that back up our ambition and vision, including our West Suffolk Growth Investment Strategy.

We have worked even more closely together as councils to look at what is the best way to continue to support our communities and manage growth for the benefit of our residents. The public, businesses and partners have backed our proposals to create a new West Suffolk Council which will give us a louder voice and better ability to drive prosperity, jobs and the economy. Within just a year we have had the full support of Government to make this a reality – the first proposal of its kind through Parliament.

This year has been another excellent one but there is always more we can do. We believe we are in a much better position to meet those future challenges.



Councillor James Waters
Leader
Forest Heath District Council



Councillor John Griffiths
Leader
St Edmundsbury Borough Council

Introduction

The Annual Report presents the progress that West Suffolk councils have made in delivering our vision and priorities.

The vision and priorities that we worked towards during 2017-18 are set out in the West Suffolk Strategic Plan 2014-16 at: www.westsuffolk.gov.uk/Council/Policies_Strategies_and_Plans/

A new Strategic Framework was published in December 2017 covering 2018-20. Progress towards the new Strategic Framework will be reported in Spring/Summer 2019.

The Annual Report describes our achievements in detail across all of our localities, whether towns or villages. Some of the work we have done impacts all of our residents and businesses, whereas other elements are focused on specific communities. In doing this, our aim is to respond to the specific assets, aspirations and needs of our different places and communities to ensure all of them are best placed to grow in prosperity and quality of life.

The table in Appendix 3 on page 58 provides an overview of how we have particularly supported our more rural communities and businesses in 2017/18, as well as highlighting key achievements in rural areas. Further details about the examples within the appendix can be found within the report.

Highlights across the whole of West Suffolk in 2017/18 are shown below:

- We are on our way to creating a new **West Suffolk Council** after receiving support from the Secretary of State for the Ministry of Housing, Communities and Local Government in February 2018 and the Grand Committee in the House of Lords and House of Commons in May.
- We are a step closer to delivering better school and leisure facilities for our growing population of residents in and around Mildenhall after the **Mildenhall Hub** was approved by Forest Heath District Council's Development Control Committee.
- We planned to invest **£1.5 million in sporting facilities in Haverhill** using the council's Leisure Investment Fund.
- We celebrated the first birthday of **Toggam Solar Farm** in August 2017. During the year, the solar farm generated 11,682MWh of electricity, bringing in £1.2 million of income and £308,000 net income.
- The Bury St Edmunds **Eastern Relief Road** officially opened in September 2017, unlocking a 68-hectare area for business development.
- We purchased the **former Post Office and DHL buildings in Bury St Edmunds** as part of our long term investment plan to help generate income and support the future delivery of public services.
- Our **legal service**, shared between four Suffolk councils (Babergh, Forest Heath, Mid Suffolk and St Edmundsbury) had a successful first year and came in on budget.
- We opened a **winter night shelter** from December to the end of March to help the most vulnerable when temperatures plummeted. We also **expanded our housing options team** to help meet the increased demand on the service due to changes brought about by the Homelessness Reduction Act.

Our highlights in numbers

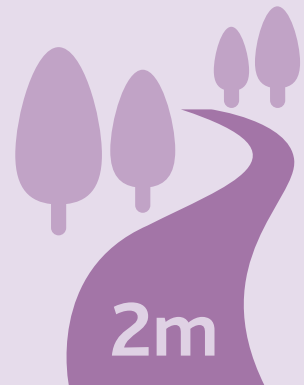
Last year we invested **£5.1m** in initiatives to bring jobs, support business and manage growth.



We helped deliver **254** much needed affordable homes



We helped support the health and wellbeing of our residents and visitors through our leisure centres, parks and cultural venues with over 2 million visits to West Suffolk's parks and **1.6 million visits to our leisure centres** in 2017-18



23,500 tonnes

We recycled **23,500 tonnes** of waste and emptied **4.2 million** bins



We provided support to local communities, voluntary groups, organisations and small businesses with over **£765,000** of grants

Despite an 81% reduction to our grants over the past 5 years we have continued to protect services and deliver annual savings of **£4m** a year



A vision and priorities for West Suffolk 2017-2018

Forest Heath and St Edmundsbury Councils have a joint Strategic Plan which sets out our vision, priorities and key actions for West Suffolk in 2017 -18

Our vision:

“Working together, Forest Heath and St Edmundsbury councils will support communities to create the best possible future for people in West Suffolk.”

Our priorities:

To help us deliver our vision we have developed priorities. They provide direction for focusing our efforts and resources in those areas which are the biggest priorities for West Suffolk over the next two years.

Priority 1 Increased opportunities for economic growth

We want to see:

1. beneficial 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; and
4. vibrant, attractive and clean high streets, village centres and markets.

Priority 2 Resilient families and communities that are healthy and active.

We want to see:

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; and
4. accessible countryside and green spaces.

Priority 3 Homes for our communities

We want to see:

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; and
3. homes that are flexible for people's changing needs.

Find out more at www.westsuffolk.gov.uk/strategicplan

Priority 1: Increased opportunities for economic growth

We want to see:

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

Why was this a priority for 2017/18?

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

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

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

Creating the right conditions for growth

Setting the framework for future growth

- To ensure that we meet our priority for increased economic growth, we will continue to work with partners and use our influence, investment, and regulatory powers to deliver growth in West Suffolk's economy for the benefit of all our residents. This includes:

- lobbying for a better connected West Suffolk, in terms of transport and digital connectivity and promoting West Suffolk as a place to do business;
- developing our current and future local workforce through education, training and opportunities for all; and
- utilising the West Suffolk Investment Strategy to maximise the positive impact we have on our communities and businesses.

Campaigning for the right infrastructure

- We have continued to campaign for fast, reliable and safe transport connections to and from West Suffolk, for example through joining the East West Rail Consortium and lobbying for more frequent train services from Cambridge to Ipswich, the dualling of the A1307 between Cambridge and Haverhill, and investment in key trunk road junctions.
- Working in partnership with Suffolk County Council and Suffolk Chamber's No More A14 Delays in Suffolk campaign, two funding bids were submitted to Highways England for much needed improvements to A14 junctions 37, 43, 44, and the A11 at Fiveways. A funding decision is expected in 2019.
- £400,000 from the Department of Transport will be used to install traffic signals on the approaches to the A11 Fiveways junction and address safety concerns on the A11 immediately to the south of Fiveways. We are pleased to report that traffic signals are due to be installed in 2018/19.

- We also continue to engage with Suffolk County Council on a number of infrastructure issues including potholes and other road repairs.

Suffolk Business Park and the Eastern Relief Road

- We want to ensure we attract the right mix of businesses to safeguard the growth of our economy now and into the future.
- The Eastern Relief Road in Bury St Edmunds opened in September 2017 in the east of Bury St Edmunds, meaning we are a step closer to attracting inward investment and business growth. Crucially, the Eastern Relief Road opened up 68 hectares of employment land, a secondary school with leisure facility and land for 500 new homes.
- In January 2018, the first tree was planted on the business park to mark the beginning of the £175,000 landscaping contract at the site. This contract will include 1.25 miles of hedge, 500 saplings and 22,000 route shrubs planted on the 114-acre site.
- Further, Bury St Edmunds-based business Treatt plc began building a new 1-acre site at the business park.
- Once finished, the site will provide 2 million sq. ft. of commercial space and opportunities for logistic

services with commercial units ranging from 50,000 to 750,000 sq. ft. of business, distribution and industrial units. This will also include 37-acres which have Enterprise Zone status.

RAF Mildenhall and RAF Lakenheath

- Redevelopment of RAF Mildenhall - Although the departure of the US Air Force from RAF Mildenhall has been delayed until 2024 (at the earliest), we have continued to work with partners to ensure we have an active role in refining the Vision for the site in preparation for the master planning process.
- Investment in RAF Lakenheath - The improvements to RAF Lakenheath infrastructure are scheduled to be completed in 2021 and we have continued to work alongside the Defence Infrastructure Organisation (DIO) who are leading this work. We have also engaged with skills partners to ensure we have a local workforce that can support the development and ensure its timely delivery, ensuring local businesses have the opportunity to benefit as part of the supply chain.
- Information regarding the USVF changes at RAF Mildenhall and RAF Lakenheath is available here: www.westsuffolk.gov.uk/RAF_Lakenheath_and_Mildenhall

Daemmon Reeve, Chief Executive Officer of Treatt with St Edmundsbury leader John Griffiths and Hayley Mace of New Anglia LEP



Enterprise zones

- The Government's Enterprise Zone programme includes two sites in West Suffolk: Haverhill Research Park and 14 hectares of land at Suffolk Park (which is part of Suffolk Business Park), Bury St Edmunds. Enterprise Zones help to grow the local economy by offering benefits to businesses, such as a potential business rates discount.
- Haverhill Research Park is actively being marketed as part of the Greater Cambridge Greater Peterborough's 'Cambridge Compass' Enterprise Zone. Similarly, Suffolk Park is being marketed by New Anglia within its 'Space to Innovate' Enterprise Zone.
- Treatt, one of the world's longest established solutions providers for the flavours and fragrances industry is the first tenant to sign up to the Enterprise Zone at Suffolk Park, Bury St Edmunds.
- Treatt, having been in Bury St Edmunds since the early 1970s, is consolidating its current operations in the town to a new Headquarter facility over 10 acres.

Investing in our commercial property

- Across West Suffolk, we own over 350 industrial, commercial or retail units. We have experienced a growing demand for properties from businesses and during 2017-18, the Property Services team secured new leases in 11 properties across Forest Heath and St Edmundsbury, which are expected to generate a combined total annual rental income in excess of £120,000.
- We also have seven commercial properties under offer with new leases due to complete later this year which are expected to generate a further combined total annual rental income of £150,000.
- As well as the 350 commercial properties, the councils own approximately 400 operational properties and assets. From these we deliver key services, such as leisure centres, car parks and toilets. Mindful of our commitment to generate best value from our assets and support our investment in growth, including acquisitions, the councils are undertaking a strategic review of our approach to managing land and property assets. The aim is to develop a vision and a set of core values and priorities that contributes to the

achievement of corporate objectives over a period of between five and ten years in West Suffolk.

- The councils are also committed to the principles of localism and subsidiarity (as described in our 2018-2020 Strategic Framework), and will continue to explore with residents, local organisations and town and parish councils new ways of working to help empower communities make the most of their local assets. This includes supporting local targeted initiatives as well as helping those communities who wish to take on responsibility for local services or deliver health benefits.

Small business grants

- The West Suffolk small business grants scheme enables new businesses or those still within their first year (subject to criteria) to apply for a grant of up to £1,500.
- In 2017/18, eight grants totalling £7,500 have been awarded across West Suffolk. We have supported a wide variety of businesses including an electric car technology business in Newmarket, a community singing company in Bury St Edmunds and a lamb charcuterie in Stoke-by-Clare.

Greener businesses

- During 2017/18, 12 businesses received technical and financial support through the West Suffolk Greener Business Grant for energy efficiency improvements, with LED lighting being the most popular upgrade. The grant is part of the West Suffolk Community Energy Plan and helps local businesses and organisations reduce their energy use and save money and can be used for a wide variety of measures including insulation of buildings and replacing heat controls and lighting.
- Between them, the 12 businesses invested £34,081 into the energy efficiency improvements, which will result in total annual savings of £8,129 for all 12 businesses through their energy bills.
- The councils have also launched a new energy efficiency investment service as part of the West Suffolk Community Energy Plan, where we provide Energy Performance Contracts. The councils manage the procurement, installation

and financing and the business repays the councils financing through their energy savings. To date, three businesses have taken this opportunity to fund one biomass boiler and two LED lighting projects.

- One project involved a biomass boiler which was installed in the National Heritage Centre for Horseracing and Sporting Art museum in June 2017, with the aim of reducing its carbon dioxide emissions from heating by 90 per cent. The council invested just over £100,000 to buy and install the new 200 kilowatt wood chip burner. The savings mean that the museum will save around 10 per cent on its heating costs, while the council will recoup its investment.
- The scheme also supported DB Sheetmetals - a metal work manufacturing business in Haverhill - to be greener and save money.
- West Suffolk councils have also continued to look for suitable opportunities to invest in roof mounted solar Photovoltaics (PV) systems. A tender to install 800kWp of solar across 13 different sites in West Suffolk has been issued during this period. This will add significant generation capacity to our current portfolio of 27 sites.

Supporting businesses in West Suffolk

- We continue to host the West Suffolk Business Festival, which ran for its seventh year in October 2017. The festival held events from: Menta, Visit Suffolk, West Suffolk College, iliffe media, Suffolk Chamber of Commerce, New Anglia Growth Hub and Signpost2Grow.
- The events provided delegates the opportunity to network, and learn more about upcoming issues that may affect them, such as funding, general data protection regulations, and tourism, and attracted businesses and organisations from all over Suffolk and Cambridge.
- The festival closed with the annual Bury Free Press Business Awards which recognise the best in West Suffolk businesses, attracting 100 entries, the highest number of nominations to date.
- West Suffolk councils sponsored the West Suffolk award for Innovation which was won by Herga Technology.
- In October, the council supported Local Flavours 2017; an annual event which celebrates East Anglia's food and drink industry. The event attracted more than 100 producers and more than 1,000 buyers.



Councillor Lance Stanbury at the National Heritage Centre for Horseracing after the installation of the biomass boiler

Case Study: DB Sheetmetals

In February 2018, a specialist sheet metal company in Haverhill needed to replace old lighting to help with inspection and reduce costs but did not have the time or funding available to make the project happen.



By working with West Suffolk's Community Energy Programme, DB Sheetmetals were able to get technical and financial support from the council's Environmental Health team to help them reduce costs and save money on their energy bills. This enabled the company to undertake a site wide replacement of the old lighting with new energy efficient LED bulbs with minimal disruption. This has not only improved light levels for vital inspection work but has also saved energy, reduced bills by over £3,400 and reduced greenhouse gas emissions.

The council's innovative energy performance approach provided 100% finance of the project costs and mirrors the latest innovations in the energy efficiency industry. DB Sheetmetals are repaying the cost of the project monthly and the council's Community Energy programme, working closely with the installer IC Lighting, has provided a guarantee that the energy savings will repay the capital expenditure in 3.7 years.

Caroline Law from DB Sheetmetals, said: "Replacing this lighting was important for the business to help us modernise, provide a better service and reduce energy costs. But like most small businesses finding the finance and having the time to do this is difficult. The Council and its Community Energy Programme were able to project management the procurement and installation as well as helping us gain a grant from Business Energy Efficiency Anglia. This has meant we have been able to install the new LEDs and pay back the secured loan over time. Quite simply, it is unlikely the project would have happened without the Council's Environment and Energy Team support."

Investment Strategy

- In 2017, we developed the West Suffolk Growth Investment Strategy which sets out how we are taking the lead in West Suffolk on managing and stimulating inclusive growth for our local communities, while directly benefitting the local, regional and UK economies. The strategy aims to make sure businesses, partners and investors know what opportunities there are from working with us. Our investment principles are as follows:
 - Investing in our place and people.
 - Acting commercially.
 - Collaborating to maximise benefit.
 - Using our powers and policies.
- Our priority across West Suffolk is to invest our resources wisely in a range of ways so that we can continue to support day to day services and initiatives that can spur on economic growth, as well as social, community and environmental benefits.

External funding

West Suffolk councils have been successful in attracting external funding. Including grants we would expect, both councils received £44,392,000 in revenue and £1,932,470 in capital funding in 2017/18.

Skills and education

Local skills and education needs

- We recognise that recruitment in West Suffolk is challenging at the moment. We live in an area of relatively full employment and there is a strong pull from Cambridge within the local jobs market. This makes the need to grow our own talent through apprenticeships and other training schemes even more important.
- We have continued to support young people from West Suffolk College to find work placements in the local community. This has allowed young people to pursue opportunities they were not previously aware of and broaden their employment prospects.

- Further, we have been supporting those who are NEET (Not in Education, Employment or Training) in Newmarket by helping them to engage with the Prince's Trust Programme. The programme specialises in supporting unemployed 16-25 year olds by building skills through practical tasks and gaining a qualification on completion of the 12-week programme. We have developed relationships between the Prince's Trust and the Newmarket community, including the racing community. As a result of our involvement and liaison, the racing centre housed the programme for the majority of the 12 weeks. Out of the programme of ten people who started and finished, all but one are now in education and employment. The next course will be held in Newmarket in November and we will continue to encourage young people to engage with what the Prince's Trust has to offer.
- We have continued to offer advice and guidance to businesses about apprenticeships. In the past 11 months, we have referred businesses to West Suffolk College's apprenticeship team between 15 and 20 times.
- We also helped deliver four events alongside Suffolk Chamber of Commerce that looked at engaging with businesses to see how skills needs are best met. The events were held in Brandon, Clare, Newmarket and Haverhill and had speakers from West Suffolk College, the Greater Cambridge/Greater Peterborough Enterprise Partnership and New Anglia Local Enterprise Partnership for Norfolk and Suffolk and other business support agencies.
- At the end of 2017, we also worked with the United States Air Force to help with the recruitment of civilian staff by connecting them with West Suffolk College and the wider community.
- Through this work we are contributing towards one of our 2014-16 equality objectives to ensure West Suffolk has 'people with the educational attainment and skills needed in our local economy'.

Developing our staff

- Since April 2017, we have had 16 new apprentices start work at West Suffolk councils,

Case Study: Internship programme

We are committed to developing and retaining talent in West Suffolk and providing opportunities for young people.

During the summer of 2017, West Suffolk councils ran, for the fourth successive year, its highly successful internship programme, welcoming eight new interns to work across the organisation.

The internship programme, which is part of the Suffolk wide Rising High Programme, is designed to encourage young people to take up careers in the public sector and provides paid opportunities for undergraduates to experience work in a local authority during their summer break from university.

During the 12 week work placement, our interns were given responsibility for aspects of work within the service where they were based. They were also given the opportunity to work on challenging projects, as well as a local community project in partnership with Sainsbury's called "Want What You Waste".



One of our interns described their experience:

"Working here has exceeded any expectations I could have set and has been a really great experience. The work I have been given has made me realise that working in local government can be very stimulating."

"I would definitely recommend working in local government and particularly West Suffolk as it really feels like a local authority who has ambition and drive to grow and adapt to the times. Whilst working here everybody has been so friendly and welcoming and it really feels like the council is invested in you as an employee."

We are proud to have three current employees who have previously worked with us on the programme.

including our first degree apprentice in Chartered Surveying.

- We currently have 32 apprentices working towards an apprenticeship qualification including seven members of staff who have chosen to take up a work-based apprenticeship in subjects such as team leadership, management and business improvement techniques.
- Four out of the five apprentices who completed their programmes this year have been offered employment with the organisation.
- The Planning service has continued to help address the national shortage of planning officers by supporting and developing talent across the service. This year, two members of staff completed their dissertations for their Town Planning Masters and our apprentice and previous intern were appointed as Planning Officers.

- Our Information and Communications Technology (ICT) team has also appointed two of their apprentices as full time members of staff.
- This demonstrates our commitment to investing and developing the skills of young people and retaining talent by providing developmental opportunities in West Suffolk.
- In the last five years we have employed 60 apprentices, of whom 26 have stayed with us in either permanent or temporary jobs.
- Of our current workforce, 49 started their careers as an apprentice with West Suffolk councils at some point in the past.

Graduate programme, internships and work experience

- This year, 11 work experience students have spent time with us at the councils. We have also visited



Residents enjoying the reinstated Clare market

schools such as Thurston Community College, Haverhill Apprenticeship Fair and Newmarket Academy jobs and apprenticeship fair to talk about apprenticeships at their 'Next Steps' events.

- We are also excited to be involved in an innovative new Graduate programme with our public sector partners in Suffolk. The overall objective of the programme is to grow future leaders by creating a Suffolk system talent pool for future management and leadership roles. The graduates will be provided with a joined up public sector experience working not just in councils, but also the police and health sectors.
- In September 2017, the first cohort of 11 graduates joined the programme, with one based with us at West Suffolk. Each graduate has a six month placement. So far, we have hosted two graduates in the Policy Team, where they have been supporting a range of departments to deliver projects and develop a range of policies.
- During the summer of 2017, West Suffolk councils ran, for the fourth successive year, its highly successful internship programme, welcoming eight new interns to work across the organisation. The internship, which is part of the Suffolk-wide Rising High Programme, is designed to encourage young people to take up careers in the public sector and provides paid opportunities for undergraduates during their summer break from university. During the 12-week work placements, our interns were given responsibility for aspects of work within the service where they were based. They worked on challenging and worthwhile projects as well as a group community challenge called "Want What You Waste", where they worked with Sainsbury's to help reduce food waste across West Suffolk. Currently, three employees took part in an internship with us at some point in the past.

but it is also a good way to provide employment and opportunities to new businesses, as well as increasing footfall in our towns by attracting visitors and boosting the local economy.

- We have continued to work with Suffolk County Council to improve the offer of Newmarket market for local residents and businesses. With support from market traders and High Street partners, plans were unveiled for the move of the market to the High Street from its current location behind the Guineas. The project is still in progress and we hope there will be further developments throughout 2018.
- Haverhill market held its first community market in partnership with Castle Manor School in May 2017. Supported by our market development officer, pupils helped with the planning, organisation and promotion of the event. Teams of students organised their own stalls which included vegetables grown in school, homemade cakes and gifts made in art and design classes.
- A Christmas market was held in Queens Street as part of the Haverhill Family Christmas Weekend in early December. Stalls in Queens Street included food, drink and gifts and additional entertainment was provided on Saturday as part of the regular street market. Market traders reported an increase in footfall and visitors enjoyed the festive farm and carols by the Salvation Army.
- We had another successful year at the Bury St Edmunds Christmas Fayre with visitor numbers estimated at 130,000 with a 4.6% increase in footfall recorded on Abbeygate Street and 7.3% increase recorded at the Arc.
- A community arts project between St Edmundsbury market traders and students from St Benedict's Catholic School won a national award for Best Market Event in the Great British Market Awards held by the National Association of British Market Authorities. The project aimed to show the importance of the market to communities and businesses and was funded by Arts Council England and further supported by locality budget funding.
- Following calls from local residents and businesses, St Edmundsbury in partnership with Clare Town Council reinstated Clare market in August 2017 after an absence of 20 years. Businesses from Clare were offered stalls at reduced rates and a free stall was offered to local charities and community

Supporting our markets

Local markets

Developing our markets

Christmas markets

- Our commitment to develop the regular markets and introduce special events and additional markets has continued this year. We recognise the importance of a thriving market to local residents

groups to use on a monthly basis. The free community stall offer has been taken up by five local charities and groups which have raised money for local causes.

- The community of Clare came together to celebrate the countdown to Christmas at the first Clare Winter Festival from 24 November to 16 December. As part of the festival, a special Christmas market was held in December. The market was hailed a success with traders reporting good footfall and visitors saying they enjoyed the seasonal atmosphere.

Creating prosperous places to live in, work in and visit

Haverhill Masterplan

- We are continuing to work with the ONE Haverhill partnership on the implementation of the Haverhill town centre masterplan that was adopted in September 2015.
- The masterplan continues to be progressed through five workstreams:

- Workstream 1: Highways and movement – including delivery of highway improvements
- Workstream 2: Marketing – such as advertising Haverhill and specific sites
- Workstream 3: Site assembly – gaining control of sites, investing and influencing to bring sites forward
- Workstream 4: Development briefs – creating briefs from a planning perspective
- Workstream 5: Place management – for example, the town centre work delivered by the town and borough councils
- Some of the projects currently being realised through the delivery of the masterplan include our work on highways by continuing to work with Suffolk County Council to look at ways to improve accessibility to the town for all methods of transport.

Bury St Edmunds Town Centre Masterplan

- The final version of the Bury St Edmunds Town Centre Masterplan was adopted at a meeting of full Council in December 2017. The council shared the top priorities of the masterplan shortly after.



Bury St Edmunds Town Centre Masterplan engagement"

- The aim of the masterplan is to attract investment, set the guidelines for the future growth and development of Bury St Edmunds town centre, and to provide a framework against which individual development proposals can be assessed when they come forward. The masterplan is also about recognising that growth in the town and the wider area is happening and the need to look at how we accommodate that, as well as changes in technology and changes in shopping patterns.
- Working with Peter Brett Associates and David Lock Associates and Bury St Edmunds residents, workers and visitors to the town, we explored how the masterplan could address a number of town centre issues such as traffic management (including parking), heritage conservation and accessibility.
- This work was led by a working group of partners including the Business Improvement District, Suffolk Chamber of Commerce in Bury St Edmunds, Bury market traders, the Bury Society, the Bury Town Trust, Bury St Edmunds Town Council, St Edmundsbury Borough Council and Suffolk County Council.
- Suffolk Mind and a range of organisations working with people with additional needs were also engaged in the process, to ensure mental and physical wellbeing and accessibility for all was at the heart of the masterplan. This included a tour of the town centre undertaken by people with a range of disabilities alongside councillors and officers, which identified some key issues to address as the masterplan is implemented.
- We recognised that co-producing the masterplan with our partners, local people and visitors would help to ensure that we can best shape town centre growth so that it works for people. We undertook 20 public engagement events, going to where a number of people are likely to be, including the market, supermarkets and the library. Our staff spoke to over 1,000 people and received over 8,000 comments about what needed to change and what should be protected and celebrated in the town centre. The masterplan was built on this feedback.
- Following adoption in December 2017, the masterplan is now part of our official planning guidance and work has begun to progress individual projects.

Newmarket Business Improvement District (BID)

- The Newmarket Business Improvement District (BID) is now in its second year of operation after a successful first year and has been involved in a number of different schemes across the town. The events organised by the BID in 2017 were extremely busy, with a 1940's weekend, a town beach, sporting activities and Christmas events
- The BID has also successfully implemented town centre Wi-Fi along with Newmarket Vision, providing free Wi-Fi access to visitors of the town. The system also provides visitor analysis in the form of footfall counting in addition to movement data and return visitor information. 2018/19 will see the continuation of these events as the BID becomes more established in Newmarket.

More information about the BID is available at: <http://www.newmarketbid.com/>

Bury St Edmunds Business Improvement District (BID)

- Bury St Edmunds BID (ourburystedmunds) has continued to be the voice of businesses in Bury St Edmunds town centre with St Edmundsbury Borough Council a member of its Board. During 2017/18, the BID organised a number of events including the Whitsun Fayre, Independents Week study, the Food and Drink Festival, the Festival of Sport, the Christmas Lights Switch On and the recently launched Ale Trail. These events were highly successful and served to raise the profile of the town and encourage more people to visit the area and the local businesses.
- More information about the BID is available at: <http://www.ourburystedmunds.com/index.php>

Bury St Edmunds and Beyond – Destination Management Organisation

- Bury St Edmunds and Beyond is the new Destination Management Organisation (DMO), providing long-term strategic direction for tourism for Bury St Edmunds and the surrounding area. It was established in April 2017 by funding partners; St Edmundsbury Borough Council, Ourburystedmunds, Bury St Edmunds

Town Council, Bury In Bloom, St Edmundsbury Cathedral and Gough Hotels.

- The primary aim of the organisation is to increase tourism to the local area and encourage visitors from further afield to stay in the town. Bury St Edmunds and Beyond works closely with neighbouring organisations such as Discover Newmarket, All About Ipswich, The Suffolk Coast and Visit Suffolk.
- The DMO was launched to the public and the new branding unveiled in September 2017. Businesses with an interest in the visitor economy are now joining the organisation to boost their profile to potential visitors.
- In January 2018 Bury St Edmunds and Beyond along with neighbouring organisations started a joint marketing campaign, RAWSUFFOLK, aimed at under 35's to highlight the diverse range of activities that Suffolk has to offer.

Street scene

- We take pride in our local area and know that living, working and visiting an attractive place can enhance wellbeing and improve the overall impression of an area. Alongside our local communities and invaluable support from volunteers, we work hard to ensure that our localities remain vibrant, clean and safe. Some highlights include:
- Continuing to promote the highly successful **Love Where You Live** campaign and the webpage: www.westsuffolk.gov.uk/lwyl/ – which provides a wealth of information for people who want to set up group or individual litter picks. Information is provided on equipment that is available, how to ensure litter is collected at the end of the pick, risk assessment information and tips for ensuring the litter pick is carried out safely.
- In 2017/18, 769 people took part in 40 group litter picking events collecting 303 sacks of waste. A further 177 volunteers were estimated to have carried out 1133 hours of litter picking.
- We successfully prosecuted eight cases for abandoned vehicles with fines and costs totalling £10,158. Further, 340 abandoned vehicles were investigated and 38 were collected.

- We dealt with 393 fly tipping incidents and issued three formal cautions and 22 Fixed Penalty Notices.
- In summer 2018, we will be installing 70 dog bag dispensers to supply free dog bags in a project working with the Swedish firm Tikspac, to help reduce incidents of dog fouling.
- A £31,810 grant was received from Sainsbury's as part of their national Waste Less, Save More campaign to promote food waste reduction. The trial involved the use of Fresh Pods in 7,000 homes in and around Bury St Edmunds in order to reduce food waste by increasing the life of fresh fruit and vegetables in the fridge and fruit bowl.
- We worked with Sybil Andrews Academy in Bury St Edmunds to organise a Halloween event with the aim of educating pupils about reducing food waste. The event was part of our Fresh Pod project funded by Sainsbury's Waste Less, Save More campaign. We spent the day using a smoothie bike and teaching the pupils about composting.
- We emptied approximately 4.95 million black bins over the year, collecting 36,402 tons of waste.
- We collected 11,138 tons of garden waste from brown bins and 11,487 tons of recycling from blue bins.
- We also swept up nearly 3,000 tons of rubbish from roads across West Suffolk.
- We are participating in a project in Brandon with the Suffolk Waste Partnership to increase the quantity of bottles recycled by informing residents of the location of bottle banks and putting information stickers on bins.
- Through the Suffolk Waste Partnership, we are part of the **Suffolk Fly-Tipping Action Group (STAG)**. We contribute to enforcement events, work with Vehicle and Operator Services Agency, the Environment Agency and police.
- We've achieved sign up of 39.3% across West Suffolk to our garden waste subscription service with 9,816 households paying for the service using direct debit.

Improving car parks

- As in previous years, the councils' pay and display car parks have been independently inspected by the police and parking specialists. The inspection considers the level of safety, cleanliness, quality of signage, frequency of patrols and uniformed

attendants, and maintenance within our car parks. Both St Edmundsbury and Forest Heath car parks have again been recognised for their high quality of management with a Park Mark award.

- The Disabled Parking Accreditation is a new initiative by the charity Disabled Motoring UK (DMUK) and is managed by the British Parking Association (BPA). Car parks that achieve the DPA demonstrate to their customers that they are committed to creating high quality parking facilities for disabled people. All car parks managed by St Edmundsbury and Forest Heath were assessed in 2017 and passed with only Ram Meadow requiring some upgrading to create two new Blue Badge bays.
- A total of 25 machines now offer contactless card payments and Apple Pay in addition to coins and chip and pin facility. The machines across Bury St Edmunds and Haverhill now complement the pay by phone cashless payment system, RingGo. Contactless card payment machines were also rolled out across Newmarket Car Parks in spring 2018.
- In 2016, there were 106,918 transactions by credit card and 200,989 transactions recorded in 2017, representing an 88% rise.
- The pay by phone cashless payment system, RingGo, also continues to grow. In 2016 a total of 160,709 transactions were made on the system and increased to 208,267 in 2017 – an increase of 29.5%
- This highlights the shift in our customers embracing new technology and the convenience and trust in cashless payment and how we are responding to this by offering different payment platforms.
- There are now seven electric charging points available for electric/hybrid car users – four in Bury St Edmunds (Parkway Multi Storey and Ram Meadow car parks), two in Haverhill in Ehringshausen Way Car Park and one in the Guineas shopping centre in Newmarket. The electric charging points provide a source of electricity to enable a vehicle to be fully charged within three to four hours. Given the councils' commitment to the promotion of green energy, vehicles are not charged for parking but are required to pay a charge for the electricity.

Public Spaces Protection Orders (PSPOs)

- In last year's Annual Report, we talked about a number of changes to the way the councils and police can deal with anti-social behaviour. PSPOs are now in place in town centres in Bury St Edmunds, Haverhill, Newmarket and Brandon.
- In Bury St Edmunds, there are three restrictions as part of the order; anti-social behaviour relating to alcohol consumption, begging and dog fouling. In the remaining town centres, the restrictions include dog fouling and alcohol related anti-social behaviour. These came into force on 1 October 2017 and remain in place for a period of up to three years, after which they will be reviewed. The orders can be enforced by West Suffolk enforcement officers or Suffolk Police.
- The aim remains to work with communities to reduce incidents of dog fouling and to work with those who are begging by continuing to engage with them to ensure that they access relevant support services.

Building control

Our Building Control Service has had another busy year dealing with a range of matters and we are exceeding a number of our performance targets. Some highlights from this year include:

- Dealing with 31 dangerous structures incidents, including out of hours, such as George Lampton Avenue Flats fire, Cycle King fire, cash machine robbery in Lakenheath and Barton Mills petrol station fire.
- Carrying out over 3,750 site inspections.
- Maintaining our market share.
- Registering 90% of applications within three days.
- Checking 75% of plans within ten working days and 94 % within 15 working days.
- Carrying out 100% of site inspections on the day of request.
- We also won a national award with Seamons Builders as best local builder for Cupola House for the work carried out to restore it following a fire. The Local Authority Building Control (LABC) Building Excellence Awards highlighted how this demonstrated what positive working relationships with local council building control teams delivers.

Tree services

- In 2017, we successfully prosecuted a landowner for the unlawful removal of five trees within the Flempton conservation area. This meant we avoided having to serve a formal notice requiring replacements, at no cost to the council. Five new trees have now been planted at the Greyhound Inn. The replacement trees were stipulated by the council and they have now been planted as per our instructions. The trees planted are sufficiently youthful to enable them to adapt and grow into their new environment. Older, more mature trees would struggle with the upheaval of being moved to a new environment.
- We have now taken on tree work in Forest Heath North (Mildenhall, Brandon etc.) in November 2017 and will be undertaking work in the south of Forest Heath later this year.
- We are on track to exceed the budget income target of £40,000 in 2017/18.

Supporting local business

- We have supported our food businesses to develop healthier eating options for their customers in West Suffolk, celebrating with them and publicising their success. This year, our Commercial Environmental Health Team has raised the bar in Suffolk by helping over 50 local businesses achieve the nationally recognised **Eat Out Eat Well Award**.
- Across Suffolk, there are now over 100 businesses who have achieved an Eat Out Eat Well Award.

Priority 2: Resilient families and communities that are healthy and active

We want to see:

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

Why was this a priority for 2017/18?

We are actively supporting families and communities to create better links, become more self-sufficient and sustainable, and able to deal with the changing landscape in terms of, for example, an ageing population and reduced funding for public services.

We aim to help communities to prevent problems from developing or even better still, to stop them from happening in the first place by creating connections, providing assistance and working with our partners to provide a holistic approach to empowering communities.

This section covers our activities under the headings:

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

Making connections in the community

In line with our Families and Communities Strategy, the councils work with local communities to identify and implement initiatives that help communities become more resilient and able to care for themselves and preventing crises by

building a network of support. Much of the work detailed in this section contributes to our equality objective to ensure we have 'a thriving voluntary sector who take the initiative to help the most vulnerable'.

EPIC Dads

- Community Chest funding from Forest Heath District Council was granted in April 2016 for Epic Dads; a project based in Lakenheath that celebrates, supports and empowers fathers and male carers to be their best for their children and thrive in the role of being a dad.
- The project encourages connections and friendships so that everyone feels valued and supported. In the first year of being established, the project has run a number of successful groups.
- They have also held a social and support group for dads and male carers called 'Time out for Dads', along with family events and parenting courses aimed at male role models, which has successfully engaged over 70 people.
- An 'EPIC Tots' group is also held which provides those engaged with EPIC Dads an opportunity to meet other dads with younger children in the community. In future, we hope to expand the project into neighbouring areas.
- The Families and Communities team provided support for EPIC Dads to become a community interest company and helped expand the project into other areas of Forest Heath.

Sharing Parenting

- Sharing Parenting link parents with a range of services and parenting support across Forest Heath as well as engage with service providers to ensure that parents can feel supported and informed.
- In 2017/18, Sharing Parenting received a community chest grant to continue the work they do with parents. By working closely with Families and Communities officers, this funding was used to employ two outreach workers with the main focus on normalising parenting support. The outreach workers have been working across Forest Heath since September 2017.
- Over the last six months, both workers have been working within our communities, talking to parents, signposting to support and attending a range of "meet and greet" activities for parents. This includes drop-ins at schools, pop up stalls within supermarkets and making links with preschools, schools and toddler groups.

Exercise classes in Newmarket

- We have been networking to understand what is on offer for communities in Newmarket.
- We noticed how the Gracewell of Kentford care home, Newmarket Racing Centre, and Newmarket Day Centre were all running similar chair based exercise classes for older people but

they were not joined up and there was very little interaction between the groups.

- We brought the organisations together to discuss the similar sessions they were running and how they could be joined together.
- As a result of this, the Racing Centre agreed to provide a venue to expand the sessions run in the Day Centre and widen audience participation. Further, Abbeycroft provided funding for transport and a venue using Sports England funding, and instructors if required in the future.
- The council played a crucial role in bringing the organisations together to connect the older population with the exercise classes.

The Shed, West Row

- In 2016, a team of community volunteers known as 'The Shed' identified a piece of overgrown land in West Row as having potential to be a community asset.
- In 2017, the volunteers worked hard to clear the area and turn the land into a community garden. The stable buildings were cleared with plans to turn it into a kitchen, meeting rooms and storage facilities. A number of social events for the community were also held and the kitchen garden was used to grow seasonal vegetables. Further events and enhancements to the project are scheduled for 2018.



The community garden at The Shed, West Row

- This project demonstrates how our residents play a vital role in determining the future of their communities by working together.
- The Families and Communities team also provide support in terms of locality budgets, providing funding advice, along with general support dependent on the needs of the group (for example, advertising).

Home Start

- Non-profit organisation Home Start was successful in receiving Community Chest funding and, together with Families and Communities Officers, have rolled out this parental and family support programme across both our rural and urban communities in West Suffolk.
- The programme offers much needed support to families on a one to one basis or through a group setting. Volunteers are identified within the communities and are provided with extensive training to be able to provide much needed support within the family home.
- This service has continued to grow with support groups now found in Newmarket, Haverhill, Bury St Edmunds and Honington, with plans to be implemented in other areas in 2018-2019.

Brandon Day Centre

- The Council supported the Brandon Day Centre through a stakeholder steering group and helped deliver different initiatives to cater to the needs of residents of Brandon. One project, Men's Sheds, works with West Suffolk College for adult education opportunities and allows students to get involved in community projects.
- In addition, the Council worked with Ward Members and the Town Council to bring in funding for two new mini buses; providing transport to those who need access to the day centre. This serves Brandon, Lakenheath and the surrounding rural villages. This enables those who want to use the day centre to come together, get active and enjoy a hot meal.

St Nicholas Open House

- Open House operates in Brandon, Barrow, Bury St Edmunds and Haverhill and is supported

by Community Chest funding across St Edmundsbury and Forest Heath. The project is aimed at people facing long term and life threatening illnesses, their loved ones and carers or those struggling with bereavement.

- The drop-in sessions offer the chance to meet others facing similar situations in a comfortable and relaxing space. Information is delivered in a group environment where members hear about other people's experiences. The sessions are semi-structured and provide an educational element at each meeting and include topics such as symptom management, goal setting and planning for the future.
- It offers a gentle introduction to St Nicholas Hospice Care and the range of services available. If necessary, patients are sign posted to other Hospice services or to alternative services in the community. Attendees are also encouraged to organise their own meetings and to meet up outside of the. This might include a walking group or meeting up to have coffee or lunch.

Newmarket Gymnastics Club

- Prior to summer 2017, Newmarket Gymnastics Club used the Sports Hall of the former Scaltback Middle School site in the town. The school building had been closed for five years and the hall was in disrepair. Concerns over the conditions of the building from Suffolk County Council led to the closure of the sports hall, leaving the gymnastic club without a venue.
- The Racing Centre in Newmarket offered to host the club, but needed time to prepare the building. The council played a vital role in getting approval for the eviction date to be extended, allowing the Racing Centre time to prepare the new venue for the 170 members of the gymnastics club.
- With support and facilitation from Forest Heath, the gymnastics club are now using the space twice a week at their normal time slots, reducing disruption to gymnasts.

The Racing Centre

- We have been working with the Racing Centre in Newmarket to encourage the wider community to utilise the centre as a community hub so

that community groups can take advantage of facilities for events and meetings.

Newmarket Interfaith Forum

- In 2017, Forest Heath has been working with representatives of the Muslim community in Newmarket to help further bring together the wider faith and non-faith communities.
- By working with the leaders of the Muslim community group, the council enabled the wider community to come together in January 2018 for the first Newmarket Muslims and West Suffolk Interfaith & Community Forum.
- Over 100 people attended the event and more work is being done to establish an Interfaith forum to support future gatherings. We have also supported the Muslim community by arranging alternative venues for Friday Prayers, when their place of worship is being used by another community group.
- By having these relationships and linking people together at the right time, a platform for integrated working and community cohesion is developed, ensuring our families and communities are resilient.
- We have also been working with the Bury Islamic Cultural Organisation to help find them an alternative home in Bury St Edmunds since their place of meeting and prayer became unavailable, and as part of the new West Suffolk Inter-Faith and Community Forum.

St Olaves community space, Bury St Edmunds

- St Olaves Community Space was an exposed area of tarmac owned by St Edmundsbury Borough Council, with one bench, adjacent to a well-used local shopping precinct on a popular housing estate in Bury St Edmunds. The previous effort to improve the appearance of the area, which included a painted kite and sky design undertaken by the local middle school, had faded and the area was in need of further improvements.
- The local residents' association (HEART) took action and, with our help, some new designs were developed. These incorporated raised flower beds in the shape of a kite to honour the original design by the school, with a kite tail of block

seating, all within an attractive, hard-wearing bonded surface.

- We assisted HEART to make an application for funding to the Tesco Bags of Help grants scheme, which provided £8,000 of the cost. The remaining £6,452 was funded through Suffolk County Council's Locality Budget Scheme. We also liaised with local horticultural charity Bury in Bloom, who donated the plants for the scheme.
- Work began in early December 2017 and finished with a planting session involving children from nearby schools in January 2018 and a formal opening of the area by Bury St Edmunds MP Jo Churchill. St Edmundsbury has taken on the ongoing maintenance of the area and it is already well-used.
- This is a great example of partners from all sectors – public, private and voluntary – working together for the benefit of residents.

Increasing youth provision

- By working with young people and increasing youth provision, we can help make a positive, sustainable difference, and prevent social isolation. The examples below show how our Families and Communities team have been engaging with young people in 2017/18:
 - **Newmarket and Brandon 'Teen Chill'** – In summer 2017, the council engaged with young people in Brandon and Newmarket to increase understanding of youth provision in the community. Around 80-100 young people in Newmarket were previously using a scheme run by Catch 22 called 'Positive Futures', but as a result of funding issues, the service came to an end in July 2017.
 - Following closure, surveys were completed with young people to find out what it is they are interested in and what types of schemes they would engage with. In Brandon, a series of events were held using the 'on the spot van'; a mobile youth centre from Haverhill, which was funded by localities and partnership budget from Suffolk County Council. At Teen Chill, young people can use games consoles, music speakers, WiFi and engage with the youth workers who support the sessions.

- Teen Chill will be launching in Brandon and Newmarket later this year.
- **Newmarket Skate Park** – Due to its old design, Newmarket Skate Park closed for a short period of time for maintenance in summer 2017. The closure led to an increase in skaters using industrial estates in Newmarket instead.
- As a result of the tensions in the community, the council met with them in October 2017 to discuss how to re-engage the skaters.
- To achieve this, we began working with 14 skaters from Newmarket Academy on a community project. With our support, the students are working towards developing the new design of the Skate Park and bringing together the skating community to discuss related issues such as the new location and fundraising ideas.
- **Suffolk Assembly of Youth (SAY)** – SAY is a platform for young people in Suffolk to make their voices heard and influence those who make decisions about services and support for young people. The council has been working with SAY to increase attendance among young people after discovering low participation. As a result, the engagement hub that runs SAY is now supporting young people in making further developments to the platform. The council played a crucial role in future direction of SAY, and encouraging the links with the young people across West Suffolk.
- **Haverhill Youth Action Group (YAG)** – The Youth Advisory Group in Haverhill are responsible for overseeing the delivery of Haverhill Town Council’s Youth Strategy that was adopted in March 2016. The group consists of professionals from across the public sector and also councillors. Young people are encouraged to get involved with the design and delivery stages of the individual projects developed by the group. A survey conducted with young people in 2015 by the charity YMCA highlighted activities for young people as a key area for development in Haverhill. The council has subsequently supported the delivery of the following projects in Haverhill:
 - A BMX Pump Track in Greenfields Way (discussed below)

- A social media project that will develop an online resource of information for young people, including activities
- Developing a range of participatory activities including a Spoken Word project and heats for the Bury Sound competition at the Haverhill Arts Centre
- Haverhill Pump Track – The council supported the development of a new BMX Pump Track in Greenfields Way in Haverhill by carrying out a consultation with the community where they could see the proposed plans for the track and provide feedback. 49 local residents attended and gave their views. The community-led project is the flagship project of the Haverhill South People’s Forum, in partnership with Haverhill Community Trust, which is the charitable arm of Haverhill Town Council. The planning application for the track will be submitted in spring 2018 and we look forward to updating you on the progress of the track in the next financial year.

- The free conference gave town and parish councils the opportunities to exchange information, share experiences and grow their knowledge by hearing from expert speakers and taking part in workshops.
- This year’s conference was themed around health, with speakers and workshops covering topics including ageing well, GP Patient Participation groups, Fit Villages and Onelife Suffolk services.
- In 2017/18, several Parish Forums were also held across West Suffolk. These events give parish and town councils the chance to discuss issues of importance to them. Topics in 2017/18 included Neighbourhood Planning, social media and the new General Data Protection Regulations.

West Suffolk Parish Conference and Forums

- We held our second West Suffolk Town and Parish Conference for town and parish councils from across the area in November 2017.

Leiston Community Centre transfer

- In July 2017, St Edmundsbury Borough Council formally transferred ownership of Leiston Community Centre to the Haverhill Community Trust; the charity which already manages the Haverhill Arts Centre on behalf of the people of Haverhill.
- The busy community centre located in Leiston Road on the Clements Estate has three main rooms, making it suitable for a range of different activities. It provides a venue for local community



Councillor Robert Everitt at the transferring of ownership of Leiston Community Centre to the Haverhill Community Trust

groups offering activities from martial arts and zumba to lunch groups and sequence dancing. The centre is also used for community meetings, birthdays and is the local polling station too.

- The councils believe that communities who run their own centres are able to better identify and meet the needs of their local community, enabling them to play a greater role in determining the future of their community.

Newbury Community Centre transfer

- St Edmundsbury Borough Council has continued working with the Newbury Community Association, (NCA), Suffolk County Council, Havebury Housing Partnership and the local community to ensure the replacement of the Newbury Community Centre in Bury St Edmunds is designed by the community to meet their requirements.
- Turning 50 years old in 2018, the community centre has been an important facility for local residents since the Howard estate was built and it has been a priority to ensure its design is shaped by the people it serves.
- In 2017/18, partners have built on the view of the community expressed in the public consultations and are working towards a new combined development of much needed housing and a new community centre. The development received outline planning permission in late 2017 and a development contractor will be sought, with the delivery of the new centre at the heart of the specification.
- The project was also awarded £670,000 of Government funding and will be used to help with things like demolition costs. The grant, from the One Public Estate programme's Land Release Fund follows a joint bid for that amount from site owners Suffolk County Council and St Edmundsbury Borough Council.
- Further local consultation and information sessions will be held as the development moves forward.

Carols on The Green, Flempton-cum-Hengrave

- A community came together in December 2017 to enjoy Christmas carols in what is hoped will be the start of a series of village events.

- The event was organised by a local resident alongside Flempton-cum-Hengrave Parish Council and was backed by £440 of locality budget funding from St Edmundsbury Borough Council.
- It is hoped that Carols on the Green not only becomes an annual event, but also part of a series of events throughout the year that will bring residents of Flempton and Hengrave together to socialise and make new friends.

Studlands Park Residents Association, Newmarket

- The Studlands Park residents association have been putting on a summer event for the last two years.
- The group has been building on the success of bringing not only the Studlands community together but having an open event for the wider community to attend.
- The event, supported by the council locality budget funding, looked at issues such as traffic calming and village signs for the estate, as well as raising awareness of and encouraging support of the various community groups serving the area.

Community funding

Locality Budgets

- Our locality-based approach is supported by our Locality Budget scheme, where councillors each have an annual budget of £2,500 that they can allocate to community-led activities in their ward. Locality Budgets help residents take ownership of issues that they care about and help councillors ensure that funding gets to the heart of their communities.
- In 2017/18 West Suffolk councillors contributed £164,369.86 towards initiatives and projects in their ward areas. From supporting a new Walking Netball initiative in Bury St Edmunds for people who want to play a gentler version of the sport to encouraging people to get creative with the Mildenhall Art Forum, and purchasing an indoor curling for Red Lodge Millennium Centre and

- establishing a group who can now, on a weekly basis, enjoy sport while within the centre.
- A full list of projects funded by councillors, together with information about how the scheme works can be found here: www.westsuffolk.gov.uk/localitybudgets

Community Chest

- The West Suffolk Community Chest gives voluntary and community sector groups the opportunity to apply for funding for projects and services which will bring benefits to local people and help West Suffolk councils achieve their priority of supporting families and strengthening communities. Community Chest funding forms a key part of our Families and Communities agenda.

- In total, £593,264 has been paid to voluntary groups and organisations across West Suffolk in 2017/18 to support their valuable work.
- Appendix 1 sets out the organisations that have received Community Chest funding across West Suffolk in 2017/18.

Rural Initiatives Grant Scheme

- St Edmundsbury offers the Rural Initiatives Grant Scheme to match fund organisations for one-off specific capital projects in rural areas that contribute towards the councils' priorities.
- During 2017/18, £27,049 was committed towards five projects. One project included replacing the flooring in Ixworth Village Hall to enable more community activities. A grant was also used to improve kitchen facilities at Thurlow

Case Study: Brandon Country Park

The 32 acre Brandon County Park sees around 175,000 visitors a year and is currently managed by Suffolk County Council with £20,000 funding provided by Forest Heath District Council.

With a range of walks and cycle ways the park is an important local facility. It also hosts a Parkrun every week and a regular programme of guided walks and events throughout the year.

Following Suffolk County Council's decision to transfer ownership of its parks and nature reserves to other organisations, Forest Heath District Council supported plans to secure the future of the park.

The district council sees parks as not only important to support the local environment and attract visitors to the area but as part of its investment in supporting communities keep healthy and active while improving wellbeing.

In recent years, the county council has invested in the site and made some significant improvements. These have included investing in the café (including additional space for café seating, a new purpose built kitchen and a new shop area) and achieving the Visit England's 'Quality Assured Visitor Attraction' award.

By working closely with the county council, we have secured the future of the country park for our local communities and visitors to the area. We understand how parks are not just important in protecting our local environment and wildlife but vital in improving health and wellbeing. It demonstrates how we are best placed to work with local communities and deliver services such as this. We are now developing a ten year plan and looking at the further opportunities it brings to improve the offer at this great park.

Sports Club to increase their community offer and widen the age range of participants.

- One of the grants was also used to install a new full central heating system in Ingham Church which meant that all of the activities that take place in the church can continue at full numbers throughout the entire year. St Bartholomew's Church is at the heart of Ingham and is the only building in the village that provides space for the community to come together.
- Not only does the church building service the older community it also provides space for 'Messy Church' which is a mothers and toddlers groups providing much needed support and connection for parents and young ones within the village.
- A full list of the organisations we have supported using the Rural Initiatives Grant Scheme can be found in Appendix 2.

Parks and green spaces

We are proud of our parks and open spaces which have again been recognised at a national and local level. This would not be possible without the dedication of volunteers who spent some 7,000 hours working in our parks and green spaces during 2017/18.

Achievements this year across West Suffolk include:

- We worked with Suffolk County Council to secure the future of Brandon Country Park. Previously the park had been managed by Suffolk County Council with some funding provided by Forest Heath District Council. Both councils had been in talks over the site following Suffolk County Council's decision to transfer ownership of its parks and nature reserves to another organisation. Following agreement by Forest Heath District Council's Cabinet in February, Forest Heath took over the ownership and running of the park. The council sees parks as not only important for supporting the local environment and attracting visitors to the area but as part of its investment in supporting communities keep healthy and active while supporting wellbeing.
- The Council began installing a new play area on the Studlands Estate in Newmarket which is expected to be finished by spring 2018.
- East Town Park, the Abbey Gardens, Nowton Park and West Stow country park all retained Green Flag awards in 2017. The international award tells the public that the spaces are beautifully maintained, with excellent visitor



facilities and that they boast the highest possible environmental standards.

- We were also successful in the Anglia in Bloom competition with our partner Bury in Bloom and received accolades for both Nowton Park and the Abbey Gardens, which means that Bury St Edmunds is through to the national finals later this year.
- We installed a green gym and relocated the play area at Heldhaw Road in Bury St Edmunds.
- We resurfaced and improved car parking facilities at Castle playing fields in Haverhill for Haverhill Rugby Club.
- We installed new play areas in: Howe Road - Haverhill, Severn Road - Bury St Edmunds, Oakes Road - Bury St Edmunds and Bedell Close - Bury St Edmunds.
- We received a £40,000 Heritage grant from Historic England for the production of our Conservation Plan. The heritage assessment will bring together all the information about the Abbey of St Edmund, and the Conservation Plan will then draw up a series of policies for heritage conservation and interpretation. The works will protect the whole Abbey of St Edmund area and will be completed in the next financial year.

Arts, heritage and leisure

Historic environment

- The first Bury St Edmunds Literature Festival was held in October 2017 and supported by locality budget funding. The festival was organised by a group of avid local readers who wanted literature to be among the cultural offerings in the town. The festival programme featured award-winning authors and was heralded as a great success.
- We achieved triple successes at the Museum of the Year Awards ceremony in October 2017 where we scooped key awards for three of West Suffolk's museums: National Heritage Centre for Horseracing and Sporting Art (Suffolk Museum of the Year), Moyses's Hall Museum (Family Friendly Award) and West Stow Anglo Saxon Village (Learning and Access Award).

Museums

- We were successful in our application for an Arts Council Grant and received £108,000 from the Arts Council Resilience Funding Grant. The grant will be used to pursue various improvements to ensure our museums are more sustainable. So far, the funding has been used on a variety of key elements to improve learning outcomes for visitors. For example, new interpretation panels have been installed for all display cases, including professional research into key items and re-dating. New display cabinets have also been built bespoke to unique items.
- We have also started installing Info-active software in Moyses's Hall so that entire collections can be accessed along with details on various research data. This work will be completed by 2020. Staff and volunteers have also been given training in latest conservation techniques and identification. In addition, we have developed two new websites for West Stow and Moyses's Hall to improve online usage of the collections and sites.
- We are pleased to report that the box office income for West Stow Country Park is up 9% on last year and Moyses's Hall box office income is up by 4% compared to 2016/17.

Events and tourism

- The Abbey of St Edmund Heritage Partnership announced that it is preparing to organise Millennium Celebrations in 2020. A steering group including representatives of Bury St Edmunds Town Council, West Suffolk College and local schools as well as several existing partners, have started discussing ideas and planning events. In March 2018, the first project which will create two new tennis courts was announced. It is anticipated that the new courts will be open for public use by the summer of 2019.
- The Bury Festival is working very closely with Bury St Edmunds and Beyond this year to increase the number of cultural tourists visiting Bury St Edmunds and West Suffolk. Some of the work includes target campaigns in the Home Counties and East Midlands.
- This year the festival will be working with an external promoter to put on a number of outdoor

shows in Nowton Park during the festival. Some of the shows include Jools Holland, UB40, Gilbert O'Sullivan and an Abba tribute show with fireworks. The capacity for each show is 4,000 people.

- We launched the What's on West Suffolk magazine in 2017, which has been very well received and has really helped to raise the profile of the leisure and culture offer in West Suffolk, as well as the work of the councils, including; The Apex, Moyses Hall Museum, West Stow Anglo-Saxon Village, the Bury Festival, the Bury St Edmunds Christmas Fayre, The Guildhall, National Horse Racing Museum in Newmarket, The Abbey of St Edmunds Heritage Partnership, Abbey Gardens, East Town Park and Nowton Park.

Mildenhall Art Forum

- To celebrate 100 years of the High Street and Mill Street in Mildenhall, locality budget funding was used to host a number of workshops to document the history and teach new skills through mosaic art workshops. The project was led by the Mildenhall Art Forum after huge community interest was shown at the Mildenhall Showcase Event in September.
- 'Taster' workshops began in October 2017. These were for those living or working in the identified buildings to learn mosaic making skills using a 15cm square board and other interested local people were encouraged to participate.
- Five sessions were held in October 2017 with 43 people attending and in November, a further four workshops were held with 28 people attending.
- The project now involves nearly 50 people with the art work produced being featured in shop windows in Mildenhall town centre.

Creative People and Places Programme

- **Market Place** – The Market Place project is part of the Creative People and Places programme. Creative People and Places is about people taking the lead in choosing, creating and taking part in art experiences in the places where they live.
- Market Place initially ran for three years from 2015 but received further funding from Arts Council England at the end of 2017 to help

develop Phase two, which will open in October 2018 and continue until 2021.

- The project aims to increase the number of people inspired by the arts and help develop skills, grow ambition and creativity in local communities.
- The project spans across seven market towns in Forest Heath and Fenland, including Brandon, Mildenhall and Newmarket. The vision is for the seven market towns to become centres of creativity and inspiration for their district.
- The council provided match funding for the project and assists with the development and management of the various events that are held.
- Talkin' Bout My Generation – Also part of the Creative People and Places Programme is Talkin' Bout My Generation; an arts project in Mildenhall and Brandon (and two towns in Fenland) aimed at encouraging those who were teenagers in the 1960's, 70's and 80's to share their memories of music and style from their youth.
- Some of the ways people can get involved is by hosting a memory café or providing music memorabilia for exhibitions. Forest Heath helped make the project possible by assisting with the application for Heritage Lottery funding, resulting in an award of £63,000 for the four participating towns. We also help with the development and management of the events.
- **Brandon Forum** – Market Place also established the Brandon Forum; an opportunity for local people with in an interest in the arts to showcase their talents. They work collaboratively to bring to life the talent in the town and provide entertainment to new audiences who wouldn't normally access the arts. They also work alongside professional artists to introduce new skills and up-skill residents to get people involved in celebrating the heritage of the place they live.

The Apex

- The Apex's new mobile compatible website was launched in August 2017 following the culmination of many months of hard work between the Apex's Marketing, Communications and Information and Communications Technology (ICT) teams. Online ticket sales saw a 6% rise within three months following

the launch, taking the total amount of tickets sold via the Apex website to more than 70%.

- In 2017/18, the Apex presented 231 shows and sold 105,000 tickets, which is an increase of 6% on 2016/17.
- In 2017/18, the Apex box office took £2M, which is an 11% increase on 2016/17 and an increase of 27% since 2015/16.
- The Apex has also attracted 13,000 new customers in 2017/18, who purchased 29% of total ticket sales.

Improved health and wellbeing

Working with Abbeycroft Leisure, we deliver sports and leisure services across West Suffolk. Abbeycroft undertakes outreach work that contributes to our priorities and is in line with the Promoting Physical Activity Framework that was adopted in July 2016.

Examples of projects that Abbeycroft has run in this year include:

- **Active Mums** (previously known as Monday Mums), operates in Bury St Edmunds and Newmarket and holds weekly sessions for pregnant women with a BMI of 30 or higher.

This is a partnership with the community midwives and aims to:

- develop understanding of fitness and healthy eating during pregnancy and beyond for mums-to-be
- improve body image and increase self-confidence in mums-to-be
- reduce obesity levels in adults and children in West Suffolk
- increase the number of active people in West Suffolk
- reduce costs to the National Health Service
- 2017/18 has seen 50 women benefit from the programme. A Buggies and Baby session also started in January, allowing parents to continue engaging in activity and their support networks. To date, 18 women have benefitted from taking part.
- **Teen Chill Out** has been operating in Haverhill for a number of years, with an average of 90 young people attending each month. The sessions are aimed at 11 – 16 year olds with the aim of reducing anti-social behaviour and to provide a safe and supportive environment. Newmarket launched Teen Chill Out in October 2017 and has seen an average of 60 – 70 young people attend each month. Early feedback from parents



The official opening of Brandon Community Tennis Court

suggests this activity is having a positive impact on the young people's lives.

- **Keep Active** is a lottery funded project awarded through the Community Sport Activation Fund supported by Sport England. Keep Active focuses on the engagement and activity provision for over 55's and 14-25 year olds in the Forest Heath community with the aim of increasing participation.
- Over 55's activities include walking football, walking netball, boccia, archery and with a walking football tournament taking place this year.
- The work with 14-25 year olds is run in partnership with Catch 22, and they deliver dance, fitness, and football and multi-sport sessions, with some of these being girls only.
- Overall, 2017/18 has seen 673 people access these activities with just over 5,000 attendances.

Bury St Edmunds has seen two new initiatives develop:

- A partnership with the **Children's Physio Services** from West Suffolk Community NHS sees children and young people attend six weekly sessions with the aim of overall mobility, strength and conditioning for young people with disabilities. Children aged between six and ten take part in mobility games and activities with a physio and sport development instructor whilst 11-16 year olds use the gym facilities supported by both physio and gym instructor, which has led to a number of young people continuing with teen fitness memberships.
- **Cancer Rehabilitation Swim** works in partnership with Macmillan, with referrals made from the hospital. The aim of these weekly sessions are to reduce isolation and increase recovery times. There are on average six people attending each session.

Promoting physical activity

- The councils' Promoting Physical Activity Framework sets out our commitment to enable and encourage people to lead active lives, thereby increasing activity levels across West Suffolk. This will lead to improved health and wellbeing for our communities resulting in less reliance on health care services. The following examples demonstrate how we have met this commitment in 2017/18:

- We are pleased to report that we received planning permission for a new leisure centre, swimming pool and health centre at the proposed Mildenhall Hub site. The hub will create opportunities to improve health and wellbeing of local people by offering top class facilities and working with health providers to encourage more active lifestyles. More detail about the Mildenhall Hub is included later within this annual report.
- We committed to investing £1.5 million from our Leisure Investment Fund to increase sports facilities in Haverhill. The funding will increase the range of activities and sporting facilities and also reduce the management fee that the council pays its sports and leisure provider, Abbeycroft Leisure, towards the running costs of the Leisure Centre, eventually to zero. Work is planned to begin later in 2018 and we look forward to updating you on the progress of the project.
- We provided locality budget funding to assist with the refurbishment of the Brandon Community Tennis Court that opened in July 2017. The refurbishment of the tennis court will have a positive impact on the health



We invested £1.5 million in leisure facilities in Haverhill in 2017/17

- and wellbeing of those within the town and surrounding areas as participating in sport leads to healthier and more active lives.
- We also started a new parkrun in Puddlebrook Playing Fields in Haverhill by working in partnership with Suffolk County Council, Haverhill Town Council and Abbeycroft Leisure. 123 adults and children participated in the first parkrun that took place in March 2018, with 17 volunteers helping to make the event a success.
 - In Newmarket, we were proud to sponsor and host stage six of the OVO Tour of Britain. Stage six of Britain's premier road cycling race began in Newmarket and passed through Mildenhall and Bury St Edmunds and was a great way to encourage local residents to take up cycling and live a more active and healthy lifestyle.
 - Last year, we talked about the Breaking New Ground Partnership which delivers a range of exciting heritage and landscape projects in the heart of the Brecks, including Brandon and West

Case Study: Haverhill LifeLink – one year on

In August 2017, the two year pilot for the Haverhill LifeLink project began. The project, run by St Edmundsbury Borough Council and ONE Haverhill Partnership, has already seen small successes, which can be demonstrated by the stories of the two participants below:

Bob's story

Bob was visiting his GP on a frequent basis with feelings of depression and anxiety. He felt that things were out of his control and found himself becoming more and more anxious. His GP spoke to him about Haverhill LifeLink and explained how it could potentially help him. Although Bob felt anxious about meeting his co-ordinator the first time, he attended and talked through his current situation. Through this process, he identified what his goals and aspirations were. This proved useful for Bob as he was able to explore different coping methods for his anxiety and also provided him with someone he could turn to if he felt overwhelmed. After several appointments with LifeLink, Bob began implementing different coping mechanisms and found that his days were more structured. This made him feel much better about his life and gave him a clearer sense of how he could move forward to reach his goals. Bob is still engaging with the LifeLink project and is exploring his next goals around meeting new people and volunteering.

John's story

John was referred by his GP to Haverhill LifeLink because he wanted to see what was available in the town to help with his feelings of boredom and low mood. After speaking to John to understand his situation, his LifeLink coordinator provided him with signposting to Citizens Advice so that he could get advice on benefits relating to his disability. LifeLink also introduced him to a lunch group that meets on a weekly basis. Due to John's disability, he struggled to get out and about so LifeLink organised community transport which allowed John to attend the weekly lunch group. John was delighted to feel part of his community and asked his coordinator what else he could do within the town. He now attends two community groups in Haverhill and is enjoying being more active within his community.

John said; "LifeLink has made a difference to my life because I have met new people, got out of the house and overall feel more positive. I feel brighter and more upbeat since starting Haverhill LifeLink."

Stow. This year, as part of the Brecks project, we plan to open a new long distance footpath between West Stow and Brandon Country Park. The Brecks Trail will link West Stow Country Park and Brandon Country Park with a 15-mile off-road route suitable for walking, cycling and horse riding. The path will pass through some of the Brecks most iconic landscape; alongside pine belts, past open heathlands and through forests.

- As reported in last year's annual report, we recognise that in Bury St Edmunds there is a need for clubs to grow and increase their capacity in order to progress and provide facilities that are needed for the future. We have been working with a number of local sports clubs looking at options for a shared sports facility in Bury St Edmunds. Following the feasibility work that was carried out during 2017, we are now building on options in terms of location, partners, scope of the facility and how it will benefit local clubs and the wider community.
- Detailed work is taking place to consider how this scheme could work and we will update further throughout the year.

Dementia Action Alliance (DAA)

- The councils have continued to be part of the Dementia Action Alliance (DAA) to help meet the aim of becoming a Dementia Friendly Community (DFC).
- We now have two Dementia Action Alliances operating in west Suffolk; Bury St Edmunds DAA and Newmarket DAA. We have worked together with different voluntary, community and private organisations to establish these alliances.
- West Suffolk councils have also committed to becoming a Dementia Friendly Organisation and began rolling out Dementia Friends awareness sessions in April 2018. Dementia Friends sessions focus on what it is like to live with dementia and is used as an awareness raising tool. This enables individuals, businesses and the community to look at what they can do differently to accommodate the needs of someone living with dementia.
- Further details about our commitment can be found here: www.dementiaaction.org.uk/members_and_action_plans/8182-west_suffolk_councils

Social Prescribing Pilot in Haverhill – Life Links

- In July 2017 we appointed two co-ordinators for Haverhill LifeLink; a social prescribing project run by ONE Haverhill and the Council. The two year pilot project aims to combat the high percentage of GP appointments which are for social needs, rather than medical and is for anyone aged 16 or above who lives in Haverhill or the surrounding villages.
- The focus is on early help and prevention, providing a person centred model of support for individuals who may be socially isolated, have low mood and anxiety, poor life skills or those managing long term conditions.
- Initial feedback from agencies, community groups and patients has been positive. Anecdotal feedback from users shows increased structure in everyday lives and improved wellbeing. Other positive impacts for participants include; better coping methods for anxiety, access to the right benefits through signposting, socialising with others through community groups and generally feeling more positive.
- We have started to collate quantitative data to evidence the positive impact the project has had on participants and the health care system. In addition we are currently working on a cost benefit analysis to evidence potential cost avoidance across the system moving forward.
- The key reasons for GPs to refer to LifeLink are social isolation, connectedness and low confidence.
- 57% of participants to date are claiming a working age benefit. We have therefore established a 'Moving Towards Work' scheme which has been funded by the Department for Work and Pensions and Suffolk County Council. This means that social prescribing will feature as part of an individual's journey into suitable and sustainable employment. We are currently in the early stages of this development.
- Further information about Haverhill LifeLink can be found here - www.onehaverhill.co.uk/lifelink
- This work contributes towards our equality objective to improve physical and mental health and wellbeing.

Innovative ways of working to meet the needs of an ageing population - Buurtzorg

- The councils are supporting a test and learn of an innovative model of care designed in the Netherlands known as Buurtzorg to help meet the increasing demands on our health and care system brought about by an ageing population.
- The project is in collaboration with the East of England Local Government Association, Suffolk County Council, West Suffolk Clinical Commissioning Group, West Suffolk NHS Foundation Trust and Suffolk Community Healthcare.
- The model empowers individuals – in this case nurses – to deliver all the care that patients need. The nurses provide a holistic service, delivering both personal and health care to those in their charge, enabling nurses to focus on prevention and early intervention.
- The first Buurtzorg team was established in early autumn 2017 to help deliver the 12 month pilot. Funding of £200,000 has been secured from the Transformation Challenge Award, and 'match funding' of £50,000 has been agreed by each of four key stakeholders. A Memorandum of Understanding and project steering group has also been established to support the governance of the Test and Learn.
- Buurtzorg team members started work in Barrow in early 2018 and we have been supporting nurses by introducing them to the community and linking them to existing groups and activities.

Communicating with our residents

Customer services

- In 2017/18, the Customer Services team has continued to go from strength to strength, fully embedding new practices following the adoption of a number of service areas into the main work of the team over the past few years.
- The focus in the past year has been on identifying opportunities for further improvement in relation to providing front line advice and support to customers. One of

the ways of achieving this has been to appoint Service Champions to work with the service areas supported by the Customer Services team. Service Champions work with the service areas to identify improvement opportunities relating to process and procedures.

- A recent review of the activities of the team revealed that between 2013/14 (when the team was first put together) and 2016/17 phone calls have reduced by 17% and face to face volumes have reduced by 60% as online contact options have increased. This demonstrates success against the aims we set out to achieve when the team was initially set up 5 years ago, in terms of improvements for customers and how we manage day-to-day enquiries.
- The team has been instrumental in the partnership working with the Department of Work and Pensions, overseeing the relocation of Haverhill Job Centre Plus into Haverhill House. This is a very positive development in advance of the Universal Credit roll out for the Forest Heath area in late 2017.
- Universal Credit was successfully implemented in the St Edmundsbury area in October 2017, with the Council leading the partnership arrangements put in place to ensure a smooth roll out of the initiative. Universal Credit continues to be successfully delivered and received in the St Edmundsbury area.

Online Success

- The team continues to work with Information and Communications Technology (ICT) colleagues to identify and develop improved online functions for customers.
- The UK trend shows that customers tend to prefer dealing with organisations who have a significant online presence for example, Amazon, and Councils across the country are learning the lessons from this way of working. At West Suffolk, we are actively looking into opportunities to take advantage of technology that has been designed with the customer in mind, looking ahead to when we replace our current Customer Relationship Management system.
- Customers are now familiar with using a number of online forms which have been designed to make reporting, paying and applying as easy as possible.

Social media conversations

- West Suffolk councils have improved the use of social media, introducing more use of engaging and targeted materials such as films, infographics and advertising which has seen a 76% rise in Facebook followers and 44% in likes over the year. The councils are proactively using a range of social media platforms, including Instagram, Twitter, YouTube, LinkedIn and Facebook to engage with residents and businesses. This has also included live streaming on social media channels various events, including Development Control Committee and the Mayor Making. Information is tweeted to over 8,000 followers (an annual rise of 17%) giving other Twitter users the opportunity to share the news with their own followers. Comments on both Facebook and Twitter and enquiries are monitored and answered by the Customer Service Team and Communications officers.
- Tweets are also used to direct residents to more information posted on our website as part of supporting the use of online engagement and channel shift. Frontline staff have also been piloting posting onto the councils' social media channels. The communications teams meanwhile have used Facebook to engage with a growing audience of nearly 60 community Facebook groups. Some of these groups have membership levels in excess of 18,000 people. Not only is there the potential for these individuals to share the councils' status with friends, but even more importantly this offers the councils the opportunity to have direct conversations with residents, explain changes in more detail, expanding on the reasons that have led to them and politely correcting residents on statements that are misinformed or untrue.
- A particular success has been the use of social media to support and engage with our communities during and following a fire in Newmarket and Bury St Edmunds as well as the work we have been doing over the winter with people who are homeless. This has seen us not only being used to put out information but to connect residents and local groups to provide donations for those involved. In addition to traditional methods of communications, social

media was used in engaging with communities and businesses around the proposals for a new West Suffolk Council. This included the use of Facebook, Twitter and Instagram as well as a Facebook Advert. Posts were also shared in 45 local Facebook Group pages across west Suffolk which have a combined membership of 71,000 members. Over the campaign the councils' messages had a reach of 67,000 through Facebook and 39,000 impressions through Twitter.

- We also worked with Newmarket Community Choir to record a song to celebrate the success of our Forest Heath solar farm in a fun, engaging and informative way. The song was promoted and shared on Facebook, YouTube and Twitter and was reported on by ITV Anglia. A similar approach was used with The Voice Squad in Bury St Edmunds to celebrate the Local Government Association's #OurDay in November, informing residents about the diverse everyday work that West Suffolk councils carry out on behalf of its residents and businesses. This was again promoted via Facebook, Youtube and Twitter. Both campaigns received national praise.

Priority 3: Homes for our communities

We want to see:

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

Why was this a priority for 2017/18?

Our third priority is to ensure that we have an appropriate and sufficient supply of housing for our communities. Not only are we working hard to raise the standard of housing in the private rented sector and bring empty homes back into use, but we have also established a company to build homes, in partnership with Suffolk County Council. We know that good housing can play an important role in improving the health and wellbeing of people in our area, and it is vital to realising our ambitions for economic growth. We have seen a significant change in Government legislation and policy on housing in 2017/18 including the Housing White Paper, the Homelessness Reduction Act and further welfare reform, all of which have significant implications for how we plan for, deliver and continuously improve the availability and affordability of housing in West Suffolk.

This section covers our activities under the headings:

- Ensuring a sufficient supply of housing, including affordable housing
- Improving the quality of existing housing
- Reducing homelessness and supporting vulnerable households

Ensuring a sufficient supply of housing, including affordable housing

Forest Heath Local Plan and St Edmundsbury Borough Council Vision 2031

- The local plan sets out the long-term planning and land use policies for an area. We use our planning policy framework to ensure appropriate business, housing and infrastructure development across the area.
- The Forest Heath Local Plan is at an advanced stage in preparation. The Single Issue Review and Site Allocations Local Plan was submitted to the Secretary of State in March 2017. The examination hearings were held in September and October 2017. The council is now carrying out a consultation on the main modifications proposed by Inspectors. Following this, Inspectors will consider the comments received and reopen the hearings before writing their report on the Plan's soundness.
- St Edmundsbury has a complete and up to date Local Plan. The Vision 2031 suite of documents allocates 11,480 homes for the period 2012 – 2031.
- Between 2012 and March 2017, 1,655 dwellings have been completed across Forest Heath and 1,613 dwellings across St Edmundsbury.

Neighbourhood plan

- A neighbourhood plan is a community led framework for guiding the future development, regeneration and conservation of an area. Neighbourhood plans have a different status to other community led plans. Subject to a few basic conditions, they will become legally binding and will become part of the development plan for the area.
- Neighbourhood plans are currently in preparation for Newmarket, Great Barton, Hargrave, Ixworth and Ixworth Thorpe, Exning and Barningham.

Barley Homes (Group) Ltd

- West Suffolk is continuing to move forward in partnership with Suffolk County Council on bringing forward a number of housing development schemes through Barley Homes, the councils' jointly owned housing company. Throughout 2017, Barley Homes worked to deliver the sites included in its first business plan. Plans are in place for the delivery of three of the sites included in the business plan. Challenges remain around the increasing costs of construction and viability of sites.

Increasing the supply of affordable housing

- We continue to work with a number of registered providers and private developers to secure the delivery of 254 much needed new affordable homes, an increase of 112 homes from the 142 delivered in 2016/17 and the highest number achieved over the past ten years. Through achieving this number, we have also been able to deliver West Suffolk's policy of building 30% affordable housing on all new housing developments.

Space standards for new housing

- In response to concerns over the size of some new properties being built in West Suffolk, the councils approved a technical guidance note setting out the minimum space standards that it would expect housing developers to build. While these requirements cannot be enforced at

present, it is intended in due course to introduce a policy in the Local Plan when it is revised.

- We have continued to promote our Self-Build and Custom Housebuilding register for those interested in building their own home and are now beginning to identify suitable plots of land.

Improving the quality of existing housing

Bringing empty homes back into use

- We have continued to take a pro-active approach to addressing the challenge of empty homes in West Suffolk.
- We are pleased to report that we have reduced the number of empty homes by 50% across West Suffolk since implementing our Housing Strategy in 2014. These homes contribute to increasing the supply of housing in the area. We are seeking to make further progress through partnership working under a new Housing Strategy to be considered by councillors later this year.

Improving standards in the private rented sector

- Though we recognise that most landlords in West Suffolk provide good standard accommodation, the Housing and Planning Act gives councils new powers to take action against those landlords who are unscrupulous.
- The councils consulted and engaged earlier this year on the new enforcement rules in the Act, and a policy that gives the options to impose civil penalty fines, rent repayment orders and banning orders for non-compliance with certain housing offences, as an alternative to taking a prosecution for the very worst rogue landlords. We are now enforcing the sanctions under our new Civil Sanctions policy.
- In 2016/17 we began a three year fire safety initiative to protect tenants from fires in flats above commercial premises. This is now an established Suffolk-wide programme in which councils and the Fire and Rescue Service work in partnership to ensure decent and safe living standards. Throughout 2018 we undertook a

number of Impact Days where we inspected flats and remedied any hazards identified. In 2017/18, Impact Days were carried out in Clare, Newmarket and Lakenheath.

- We have exceeded our targets and brought up to standard 111 homes in the private rented sector.
- We currently have 215 Houses in Multiple Occupation (HMO) on our inspection programme, the majority of which are up to standard, but many are not managed or maintained particularly well. The risk rated inspection programme means that HMOs may be inspected every six months if they are considered

high risk. In 2018/19, we will be bringing in extended licensing for 300 more HMOs.

- Works are also progressing to provide an online service for the HMO licence applications.

Case Study: Rogue landlords

Private landlords are an important provider of housing for local people. The Public Health and Housing team work proactively to support landlords to improve the standard of privately rented accommodation and to raise awareness of the expected standard with tenants, so they too can work with their landlords. There are however a small minority of irresponsible rogue landlords who knowingly rent out accommodation that is unlicensed, substandard and/or unsafe and for whom the current sanctions are not a sufficient deterrent.

Following a decision at Joint Cabinet in January 2018, West Suffolk councils began taking the first steps to adopting new powers to combat rogue landlords under new powers in the Housing and Planning Act 2016. A new policy is therefore required for us to make use some of the new powers.

The focus of the new policy is on tackling and dealing with the very worst private landlords, and deterring any rogue landlords from starting to operate in west Suffolk, while working with those that wish to grow the sector through much needed, better quality housing.

Consultation on the new enforcement routes was carried out in early 2018. Some of the enforcement routes include the option of civil penalty fines, rent repayment orders and banning orders for non-compliance with certain Housing Act 2004 offences, as an alternative to taking a prosecution for the very worst landlords.

Wherever possible, West Suffolk councils take a staged approach to enforcement to ensure solutions are initially sought through advice, co-operation and agreement. The new legislation provides a streamlined alternative to prosecution, albeit with same level of evidence and an appeals process in place, which is designed to deal with cash for rent landlords working outside of the law.

The new policy will help us protect tenants and compliant landlords by targeting the small minority of rogue landlords for whom previous enforcement has not been effective. The aim is to drive up standards in the private rented sector and improve the quality of existing housing for our residents.

Reducing homelessness and supporting vulnerable households

Homelessness

- Through the West Suffolk Homelessness Strategy, we have committed to do more to combat homelessness and to ensure that those affected by homelessness receive timely advice and assistance.
- During 2017/18, we:
 - accepted 241 homeless cases (139 in St Edmundsbury and 102 in Forest Heath) compared with 238 in 2016/17. The most common reason for homelessness across West Suffolk is termination of a tenancy in the private rented sector. This emphasises the importance of early intervention, something that is even more crucial with the implementation of the Homelessness Reduction Act from April 2018;
 - spent £221,406.89 on bed and breakfast accommodation, however the councils reimbursed £181,318.45 through Housing Benefits claims, making the net total spend **£40,088.44**. This is compared with £86,677 in 2016/17;
 - opened a night shelter in partnership with Havebury Housing in December 2017 which caters for up to 16 rough sleepers across West Suffolk. The councils recruited specialist care staff which allowed Northgate Lodge to open every night during the winter until the end of March. Rough sleepers were able to access shower facilities and engage with support services. We also opened a temporary winter night shelter in Bury St Edmunds prior to the opening of the Havebury-run shelter to provide a bed for rough sleepers when the temperature fell below freezing for a number of consecutive nights in December. The centre was run by members of staff across both councils, as well as volunteers from the Bury Drop-In Centre and other partners;
 - coordinated Christmas hamper donations from schools, pupils, businesses, organisations and individuals to homeless families in temporary accommodation; and

- increased the provision of temporary accommodation by funding additional units in Newmarket (Open Door) and in Bury St Edmunds (YMCA and Home Group).

Rough Sleeper Prevention and Support Officer

- Our Rough Sleeper Prevention and Support Officer joined the councils in May 2017 for a two year period following a successful bid for Government funding. Since appointment, he has been successful in building relationships and gaining the trust of those sleeping on the streets, which in turn has led to more rough sleepers engaging with support. The worker covers Forest Heath District Council, St Edmundsbury Borough Council, Mid Suffolk District Council and Babergh District Council.
- They have now engaged with 89 rough sleepers across St Edmundsbury and Forest Heath and provided 97 accommodation solutions. You will notice that the number of solutions is greater than the number of rough sleepers. This is because the individual may access more than one service provider during their engagement with the outreach service therefore more than one solution may apply. Some of the solutions include; drug and alcohol rehabilitation, supported housing, emergency accommodation and private rented accommodation. This gives an indication of the range of issues associated with rough sleeping.
- Due to the success of the post in engaging with rough sleepers and demand exceeding expectations, the councils have agreed to make the post permanent across West Suffolk only, and have recruited another outreach worker using government funding. Suffolk Public Health has also agreed to fund a Drug and Alcohol Outreach worker for the area. This means that as of May 2018, we have three outreach worker posts supporting the most vulnerable in the area.
- To increase the support to vulnerable people in Newmarket, including rough sleepers, the council has been working with a wider group of partners to develop a working strategy to address homelessness in Newmarket. We look forward to reporting on the progress of this next year.

Supporting vulnerable households

- We have continued to work with our partners to support 800 disabled and vulnerable people in their homes through various funding schemes, such as the Disabled Facilities Grant and by providing adaptations, minor aids and equipment.
- By working closely with our partners, we have helped prevent hospital admissions and assisted with the smooth running of hospital discharges.
- We have also been supporting young families with children, low income couples and older people who are living in the private rented sector to maintain their homes and improve the quality

Case Study: How we are trying to help the homeless

Although we strive to resolve individuals' situations when they approach our housing options team, there are inevitably some who require additional support and find themselves sleeping rough through no fault of their own. We understand that there are a range of issues that come with rough sleeping, such as drug and alcohol abuse and mental and physical health problems.

The councils have continued to assist those most vulnerable people and accommodate those in need. In 2017/18, we have worked with Havebury Housing Partnership to open a winter night shelter to provide a bed for people sleeping on our streets during the coldest months.

The night shelter opened in December 2017 in part of Northgate Lodge in Bury St Edmunds and can cater for up to 16 rough sleepers from across West Suffolk. People are accommodated at the centre by referral to the housing team, although the council continues to assist rough sleepers through referrals from the Bury Drop-In Centre and through our Prevention and Support Worker speaking to people sleeping rough on the streets. The centre offers additional facilities and the chance for people to engage with various support services.

We also opened a temporary winter night shelter in Bury St Edmunds prior to the opening of Northgate Lodge to provide a bed for rough sleepers when the temperature fell below freezing for a number of consecutive nights in December. The emergency night shelter was run by volunteers from West Suffolk councils, the Church and The Bury Drop-In.

The increase of street homelessness is a stark reality, and we are keen to work with our partners to address this challenge. Last year, we also appointed a rough sleeper prevention and support officer who works to encourage people across West Suffolk away from a life sleeping on the streets. Successes reported by our outreach worker include people who have been chronically homeless coming forward for help and engaging with services.

The councils continue to make use of over 100 units of temporary accommodation, including bed and breakfast, hotels and hostels, all the while trying to help people to find more settled homes. We also work with partners who are specialists in mental health and wellbeing, as well as substance misuse.

We are committed to working with our partners to provide accommodation and support for those most in need to help break the cycle of rough sleeping.

of their accommodation through our Home Assistance Grants.

- Our Environmental Health and Public Health and Housing teams have been working together to support some of the most vulnerable residents in West Suffolk by identifying a project to fund energy efficiency improvements to park home properties. The Park Home Insulation project will involve installing insulation and cladding on mobile homes in West Suffolk using £140,000 in funding from the councils' Homes Assistance Grant and third party funding from Suffolk's Warm Homes Healthy People (WHHP) project and National Grids new gas connection scheme.
- The project aims to deliver improvements to three park home sites across West Suffolk to improve the quality of life for the residents and make a difference to their financial circumstances by reducing fuel costs. The proposals include gas connections, for those not currently on this cheapest form of heating, installation of approved external insulation systems, new boilers and first time central heating systems.
- The three sites will be part of a pilot with potential rollout to other sites. We will begin delivering the project in summer 2018 and look forward to updating you on our progress.
- We have been working with registered providers of social housing and the police to resolve issues of anti-social behaviour and noise complaints in the community through the adoption of early intervention strategies. A range of enforcement tools are being used to remedy the most serious cases.
- We have also commented on planning and licensing applications, advising whether developments or activities will cause nuisance or have an adverse impact on the amenity of an area.
- We are continuing to work with Suffolk County Council to identify one of a number of suitable locations for a Gypsy and Traveller transit site (temporary stopping site) across the county, to help ease the difficulties that sometimes occur during the summer months with unauthorised encampments.
- This work supported our equality objective of providing 'homes that are flexible to meet people's changing needs'.

- **Specialist Domestic Abuse Refuge** – Through a successful funding application to the Department for Communities and Local Government (DCLG), St Edmundsbury and Forest Heath, along with Suffolk County Council and the five other District and Borough councils in Suffolk, are piloting a project to make 23 bed spaces available across Suffolk for victims of domestic abuse who are not eligible for support through the existing refuges. This could be due to substance dependency, mental health issues or they may have a male child over the age of 16 which would prevent them from accessing refuge. There is also a bed space available for a female victim who has no recourse to public funds. The specialist refuge is offered alongside Domestic Abuse and Housing Options support.
- **Domestic Abuse Link Worker** – Part of the funding has been used to appoint a specialist link worker who sits within the West Suffolk Housing Team and offers support and advice to victims of domestic abuse when they present as homeless. The post is hosted by Anglia Care Trust and funded by the Ministry of Housing, Communities and Local Government.

Meeting our new duties under the Homelessness Reduction Act

- The Homelessness Reduction Act came into force in April 2018. The Act modifies and extends existing homelessness protection in a number of ways. Crucially, councils are required to start assessing someone at risk of being made homeless 56 days before losing their home, instead of the 28 required previously.
- To meet increased demand brought about by these changes, the Housing Options team recruited 6.8 full-time equivalent posts in housing options and homelessness, funded by the Flexible Homelessness Reduction Grant.
- In order to meet this increased demand on services, we have been working with our partners to establish the West Suffolk Landlords Forum to ensure private landlords understand changes that may affect them and their tenants under the new Homelessness Reduction Act. The Forum is held quarterly and open to all private landlords in the West Suffolk area. The councils are keen to work

with landlords to ensure that the availability and suitability of homes meet growing demand.

- We have worked hard to strengthen our partnerships to prevent and tackle homelessness arising from the new duties. In 2017, 350 partners attended an event organised by Housing Options which discussed our duties under the Homelessness Reduction Act. The team have further events scheduled for the next few months to continue to raise awareness of housing and homelessness.
- We have also been working with Anglia Revenues Partnership (ARP), the Department for Work and Pensions, local Jobcentres and the Citizens Advice to ensure robust plans are in place to deal with those who are moving to Universal Credit in order to prevent rent arrears. We have funded additional posts for Suffolk West Citizen's Advice to provide personal budgeting support for claimants. These posts are located in the Haverhill and Bury St Edmunds jobcentres.

We are also preparing for the introduction of Universal Credit in Forest Heath in December 2018.

- In the next 12 months, we plan to review our Home-Link policy, Homelessness Strategy and Housing Strategy to respond to changes to legislation and welfare reform and the different challenges this presents to the councils.



Ways of working

Why was this important to us in 2017/18?

Changes in the way the Government funds local councils have meant we need a new approach to our finances, becoming less reliant on central government budgets and more self-sufficient, including generating our own income streams. Throughout this annual report we have already highlighted ways in which we are focusing on local growth, investing in our assets and 'behaving more commercially' to help make the transition to self-sufficiency. However, we need to take this further by developing our organisation, our estate and our people. All of this will mean new ways of working with public and private sector partners.

By working together as West Suffolk councils, we already know that Forest Heath and St Edmundsbury have made significant savings to taxpayers, but we need to become even more flexible and effective in the future.

This section covers our activities under the headings:

- Transformation
- Managing our finances – investment and commercial opportunities
- Developing the public sector estate in West Suffolk
- Developing our people

Transformation

Single Council

- In September 2017, Forest Heath and St Edmundsbury councils agreed a business case to Government to create a single council for West Suffolk from April 2019 in order to drive prosperity, jobs and meet future challenges. In September 2017, the Secretary of State indicated that he was minded to support the process, which triggered a legal process. Plans to create a new West Suffolk Council were supported by the Secretary of State

for the Ministry of Housing, Communities and Local Government in February 2018.

- An independent opinion poll, carried out by ComRes, an industry-leading research agency showed that 70% of the 1,000 electors polled supported the proposals. The methodology used, and the size and representative nature of the sample, mean that we can be 95% confident that between 67 and 73% of the West Suffolk electorate would support the proposals. The results of the poll were considered alongside other qualitative responses to the open consultation exercise. The draft business case demonstrated that making no changes or going back to two separate councils would have a negative impact on achieving the aims of both authorities and services. It showed how a single council will better meet the challenges facing our communities, such as increased population, demand on healthcare and reduced funding. At the same time it will better drive jobs, deliver services and continue investment to support our communities. In addition it will generate hundreds of thousands of pounds of savings and efficiencies.
- It will mean the council is the right size to still deliver local and tailored solutions but also have a large and unified voice to champion the aspirations of our communities nationally and to attract new businesses.
- Internally, work is progressing to ensure all services are prepared for the new Council, which is being facilitated by a new Single Council Programme Manager.
- Since writing this report, the orders to create a new West Suffolk Council have been supported by the Grand Committee in the House of Lords, following a debate in the House of Commons a week before where MPs also supported the proposals.

Suffolk-wide working

- Transformation Challenge Award (TCA): In November 2014, a Suffolk-wide bid to the Government's Transformation Challenge Award (TCA) programme was successful in securing

Case Study: The future of West Suffolk councils



Forest Heath and St Edmundsbury councils have been jointly delivering their services since 2012 and have achieved annual savings of £4million by doing so. In 2017 the leaders of both authorities agreed to build on that success by taking the opportunity to look at the option to replace the two councils with a new district-level council for West Suffolk. This was considered both locally and nationally to be an ambitious plan which would help the councils to meet future challenges and better drive prosperity in West Suffolk.

The councils produced a business case and undertook a comprehensive programme of engagement receiving strong support from residents, businesses and MPs as well as the County Council and other public sector partners. An independent poll of local residents, carried out by ComRes, identified that more than 70% of residents supported the creation of a new West Suffolk Council.

In January 2018 the proposals to create a new West Suffolk Council were backed by the Secretary of State, giving the authorities the go ahead to start to get ready for elections to the new Council in May 2019. Orders to create a new West Suffolk Council have been supported by the Grand Committee in the House of Lords, following a debate in the House of Commons a week before where MPs also supported the proposals.

The Secretary of State highlighted our bid at the District Council Network Conference and the authorities are seen as leading transformational councils nationally. This groundbreaking work is enabling the councils to meet future challenges and continuing to deliver services while encouraging growth, jobs and supporting local communities. The new council will generate hundreds of thousands of pounds of savings and efficiencies and at the same time it will be able to better support, invest in and meet the challenges facing communities, such as increased population, demand on health care and housing as well as reduced funding nationally.

funding, to develop new ways of collaborative working that support communities, reduce costs and generate benefits for residents. Throughout 2017/18, the TCA funding continued to support Suffolk-wide collaboration, particularly in the area of Data and Intelligence, examples include:

- Launch of a virtual network for researchers, analysts, data, knowledge, intelligence, GIS and insight specialists where collaborative work is initiated; analysis and insights are shared; and where knowledge, innovation and best practice around analytical techniques, presentation & visualisation techniques, data systems and tools and data sources is shared;
- Development of a Business Rates Forecasting Model to support Suffolk's Chief Finance Officers to gain a better understanding of the Business Rates income stream;
- In 2016/17, a wide-ranging review of the Suffolk Observatory was conducted to understand whether it was still fit for purpose. Based on user feedback and a wider understanding of existing data and insight needs across all public service organisations across Suffolk, the web site was re-designed and re-launched in 2017/18. The site now provides easier access to the most up-to-date third-party, published data and information about Suffolk and its residents, businesses and communities, thereby supporting local government officers and commissioners, elected members, parish councils, the police, and others in evidence-based decision making and shaping of policies, services and business cases. It is therefore one of the key sources of data, information and evidence to focus resources and improve services across the public sector in Suffolk.
- Development of an Evidence and Evaluation Framework to enable ongoing measurement of 'Community Resilience' – understanding how well communities are doing in terms of crime, employment/economy, wellbeing, poverty and social relationships.
- Joint posts with Suffolk County Council and Clinical Commissioning Group: Last year, the Families and Communities team expanded the team through multi-agency working with the successful secondment of the Building Community Capacity Officer for the west. The

officer is now a full time member of the team with a locality and specialism and provides a great link between the district and the county council. The team now also host two posts which are shared with West Suffolk Clinical Commissioning Group which has increased opportunities for patient and community engagement. It also links the work that councils do in terms of wider determinants of health and our focus on prevention, with the CCGs need to reduce demand on the health service.

- Suffolk Design Guide: In a bid led by West Suffolk, the Ministry of Housing, Communities and Local Government awarded £300,000 to Suffolk Local Planning Authorities to deliver a Suffolk Design Guide and an aligned training programme for staff and members setting out policies and approaches to master planning and design for major strategic sites / developments. The project will be taken forward on a joint basis across the Suffolk's Local Planning Authorities as part of the Suffolk Growth Programme Board's planning workstream.

Success of working with the Anglia Revenues Partnership

- West Suffolk councils continue to play a key role in the Anglia Revenues Partnership (ARP), which administers Council Tax and business rates revenues, and benefits, on behalf of the seven partner councils. The partnership continues to develop its role in line with recent changes to local government funding, providing advice and support to partner councils.

Highlights from ARP in 2017/18 include:

- Enforcement Agency service (bailiffs): ARP provides an enforcement agency service (bailiffs) which was launched in July 2015 for all seven partner councils. Enforcement has continued to perform well in 2017/18 with the team collecting £9.3 million since the service began, of which £4 million has been in this financial year. ARP has continued to meet the cost of running the service through fees collection and produced a surplus this financial year. The surplus will contribute to each partner councils' efficiency targets and help them to fund essential services.

- Digital Transformation: 11,039 council tax payers and Housing Benefit recipients have now opted entirely to receive their bills and notifications electronically, rather than by traditional letter.
- Fraud prevention: ARP were tasked with identifying and preventing fraud in the following areas; local Council Tax support, single person discount, Council Tax and business rates and, tenancy fraud, with the aim of this leading to an increase in Council Tax income. ARP exceeded their financial saving 2017/18 target of £1,300,000 by reaching £2,574,613 in February 2018 including over £696,200.15 for West Suffolk. The team also continue to participate in national DWP and local authority Housing Benefit Steering Groups to have input into shaping and influencing current and proposed operational matters. Current topics include Universal Credit plans, tackling fraud and error, local authority financing and data share.
- Working together: West Suffolk's Information and Communications Technology (ICT) team were part of the annual billing project; a multi team involvement that tests the seven databases, with over 340,000 Council Tax bills alone in January 2018.

Shared legal service

- In November 2016, four councils (St Edmundsbury Borough Council, Forest Heath District Council and Mid-Suffolk and Babergh councils) established a shared legal service.
- We united the service using our existing budget and used no new additional funding. We are pleased to report that we came in on budget in our first year as a shared legal service.
- In future, we plan to expand the service to support the councils' growing business needs. Our focus is on developing our existing team members. Full structure has now been established and we are looking at how we may improve in future.

Planning Improvement Plan

- **Pre-applications planning advice** - In last year's report, we outlined how our new paid-for-service that enables the delivery of timely planning

advice was set to exceed the budgeted income of £50,000. We are pleased to report that we have exceeded this income with the current forecast for 2018/19 at £85,000. We are currently reviewing the service to look at how we can fine tune it further. However, the first 20 months of implementation have been successful and proved itself to be a popular and useful service.

- **Paperless parishes** – We are pleased to report that 50% of our parish consultations are now done electronically, removing the need for paper copies of plans that was costing the service approximately £19,000 per year.

General Data Protection Regulations (GDPR)

- In May 2018, the councils will be required to ensure it has taken all appropriate steps to become compliant with the General Data Protection Regulations (GDPR). In October, Cabinets agreed to support funding to appoint a GDPR coordinator, and undertake the relevant organisational development to ensure compliance. This work is now well progressed and staff awareness of GDPR has increased by completing mandatory training modules.

Cyber security

- Public sector organisations have fallen victim to an increasing number of cyber security attacks in the past year. The councils have recognised that the public sector is increasingly vulnerable to these types of attacks and took measures in 2017/18 to prevent service failures by reviewing our practices and considering ways we can be more resilient.
- Our Information and Communications Technology (ICT) team have continued to prevent and intervene with malware, viruses, threats and cybercrime. The councils receive 30,000 emails per day, however nearly half of these are flagged as suspicious, and less than 1% represent emails with known malware attachments, which are trapped and blocked by ICT to protect our systems and services.
- The councils have achieved cost efficiencies in its telephony system by phasing out its main ISDN voice lines and replacing with SIP Trunks. The new system provides greater resilience, better

- performance, improved site to site resilience and business continuity, all whilst saving the councils around £50,000 per annum.
- Other achievements in ICT include extending our Abbeycroft and ARP contracts by switching to three year contracts rather than previous rolling annual contracts. The councils also adopted an Information Framework in 2017/18 which is the first step towards becoming more of a data driven organisation, improving services for our customer base through a more integrated approach to data and sharing of data with our key partners.

Managing our finances – investment and commercial opportunities

Managing our finances

- The Local Government Finance Settlement for 2017/18 was announced in December 2016. Forest Heath and St Edmundsbury were both successful in being included in the settlement which confirmed our figures from the four year Revenue Support Grant settlement in 2016 and gave details of the revised New Homes Bonus figures and rules.
- Both St Edmundsbury and Forest Heath have been able to create a Medium Term Financial Strategy (MTFS) that balances out income and expenditure to 2021. There were six key themes behind the creation of these plans:
 1. aligning resources to both West Suffolk councils' Strategic Framework and essential services;
 2. continuation of the shared service agenda and transformation of service delivery;
 3. behaving more commercially;
 4. considering new funding models (e.g. 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).
- Each MTFS highlights the change in relationship between central and local government through the increase in local funding from business rates, council tax and other revenue streams, as well as reduction in central government grants.
- Suffolk has been awarded 100% Business Rates pilot status for 2018-19 (this is a one-off, one year only pilot) based on the proposal submitted in October 2017. The proposal builds on the Business Rates Retention pool which Suffolk has successfully operated since 2013. In all pilot areas, the councils within the pool have to forego the funding streams of the revenue support grant and rural services delivery grant in return for higher shares of business rates. The Suffolk pilot is based on a no detriment to each of the councils and therefore the risk to the Council's budget of not achieving the business rates anticipated in the 2018-19 budget is low. Any additional business rates collected in Suffolk will be invested in inclusive growth. This is unique nationally and reflects our 'place based' way of working which better supports both the urban and rural areas.
- In 2015, the Local Audit and Accountability Act was published. A key area of these regulations was that from the 2017/18 financial year, the timetable for the preparation and approval of accounts will be brought forward to a draft accounts deadline of 31st May and an audit deadline of 31 July.
- This is a reduction in preparation time of 30 days for the final accounts (moving from 30 June to 31 May) and 62 days for the audited accounts (moving from 30 September to 31 July). The Government believes that this change will reduce the burden of the closure process, enabling finance staff to give more time to in-year financial management.

Our approach to investment – Solar Farm

- Forest Heath District Council celebrated the first birthday of its Toggam Solar Farm in August 2017. During the year, the solar farm generated 11,682MWh of electricity, bringing in £1.2m of income, £308,000 net income (taking into account the capital outlay) to contribute towards funding local services.
- It is one of the biggest local authority-owned solar farms in the UK, producing enough



*Norfolk Horns at
Toggam Solar Farm*

electricity to offset the carbon footprint of 1,700 cars and enough electricity to power 3,500 homes.

- The solar farm, along with other initiatives such as the councils' Solar for Business roof-top solar scheme, is saving a total carbon footprint of around 4,900 tonnes each year.

Purchasing the DHL building/ Development of Western Way

- In November 2017, St Edmundsbury purchased a 3.26 acre warehouse in Olding Road for £4m. This long term investment will help deliver income to support the future proofing of local services. The DHL purchase was completed at the end of 2017. The purpose of the purchase is to enable the realisation of Western Way Development Masterplan that was adopted in 2016.
- We continue to work with Public Sector Partners and stakeholders to develop the vision for Western Way Development both in terms of the development itself and the opportunities that arise to improve efficiencies and customer experience through colocation and integration of services.

Purchasing the Post Office building

- The site at 17-18 Cornhill, due to its relationship with Cornhill/Buttermarket, St Andrews Street South and Market Thoroughfare, was identified by the Council as having strategic importance in relation to the emerging Bury St Edmunds Town Centre Masterplan (adopted in December 2017).
- Following the announcement by Post Office Ltd that Bury St Edmunds main post office facility on 17-18 Cornhill would close, the Council subsequently purchased the site.
- Two of the aspirations of the Bury St Edmunds Town Centre Masterplan, which was shaped through public engagement, are "Market Thoroughfare – improvements to provide continuity from the historic centre to the arc" and "Develop area between the arc and Cornhill i.e. St Andrews Street South to provide for a mix of uses and to establish closer integration." The purchase of 17-18 Cornhill, although not a masterplan aspiration in itself, offers the opportunity to deliver on some of these improvements and in so doing to encourage other land owners and investors to also make improvements in line with both of these masterplan aspirations. In addition, the site provides the Council with an opportunity not only to bring a historic building back into use

Case Study: Purchasing the former Post Office building

The Victorian building on 17-18 Cornhill in Bury St Edmunds is in the heart of the town and had previously been home to the Crown Post Office for more than 100 years.

After officially closing in November 2016, the council bought the building and, following extensive interest, appointed Donald Insall Associates as architects for a project to refurbish and extend the building. The architects have been asked to keep the historic Victorian front, respecting the town's heritage while also bringing it back into economic use.

Two of the aspirations of the Bury St Edmunds Town Centre Masterplan, which was shaped through public engagement, are "Market Thoroughfare – improvements to provide continuity from the historic centre to the arc" and "Develop area between the arc and Cornhill i.e. St Andrews Street South to provide for a mix of uses and to establish closer integration." Purchasing the building allows us to work with our partners to improve links between these areas of the town.

Although not a masterplan aspiration in itself, the building offers the opportunity to deliver on some of these improvements and in so doing to encourage other land owners and investors to also make improvements in line with both of these masterplan aspirations.

Investing in the building not only gains financial return, but also helps deliver social and economic improvements to the area by building on its unique qualities. Further, it helps deliver income to support the future proofing of local services.

but also to deliver wider social, economic and financial benefits for the town.

- We are currently working to develop options for the site including associated financial modelling with the above key aspirations in mind.

Civil Parking Enforcement

- West Suffolk councils have submitted an application to the Department for Transport (DfT) for taking over responsibility for enforcing on street parking restrictions from the police (known as civil parking enforcement or CPE). This enforcement includes yellow lines, loading bays, taxi ranks, bus stops and school 'keep clear' restrictions.
- The benefits of CPE include:
 - More local accountability and the ability to be adaptable to local needs
 - Safer traffic conditions and improved traffic flow
- Easing congestion caused by inconsiderate parking
- Improving access and response times for emergency vehicles and public transport
- Reducing abuse of specific parking bays designed for blue badge holders
- A more cohesive and cost effective operation achieved through a coordinated approach between on and off street parking enforcement
- Public sector leaders across Suffolk have sponsored this transfer of enforcement powers including East, West, Babergh and Mid Suffolk councils.
- The set up cost of implementing CPE will be in the region of £1.1million and will include a review of all traffic regulation orders, signs and lines, recruitment and training of new enforcement staff and any new equipment and

ICT systems required. These set up costs will be met by Suffolk County Council and the police.

- West Suffolk councils will manage CPE within their boundary as well as managing enforcement in parts of Mid Suffolk and Babergh.
- The recent application to the DfT anticipates an implementation target date of April 2019.

Developing the public sector estate in West Suffolk

Mildenhall Hub

- In November 2017, Forest Heath's Development Control Committee gave approval for the Mildenhall Hub following submission of the planning application in May. The Mildenhall Hub brings a new school, leisure facilities, larger swimming pool, health centre, library and other public services together on one site close to the heart of the existing town centre.
- The council is now a step closer to delivering better school and leisure facilities for our growing population of residents in and around Mildenhall.

West Suffolk Operational Hub

- The West Suffolk Operational Hub (WSOH) is an initiative between Forest Heath District Council, St Edmundsbury Borough Council and Suffolk County Council (the 'partner councils') to manage waste by relocating a number of facilities to a single site. The aim of the hub is to increase efficiency, reduce costs and future-proof waste management for West Suffolk's growing communities.
- A planning application for the site was submitted in March 2017. Detailed designs were then prepared and planning permission was granted in November 2017. Construction contractors Moran Sindell have now been appointed and started on site in April 2018 following the conclusion of archaeological work.

Developing our people

Supporting our staff through training

In the section on priority 1 (increased opportunities for economic growth), reference was made to the success of our apprenticeship scheme across West Suffolk councils. We are committed to the development of our workforce and the learning of new skills, behaviours and competencies. The ways in which we have supported our staff in 2017/18, are set out below:

- This year has seen an increase in the number of training sessions offered with 105 events and 1,007 attendances at training events recorded. We have seen the introduction of the new GDPR regulations and the Agresso upgrade. These training programmes have been delivered by internal subject specialists. We have continued to offer ICT skills development with a series of advanced Excel and Powerpoint training. For those new to management we offer access to the Suffolk-wide blended learning resources for the "21st century manager training". This has included a new offer of Coaching conversations for managers, Presentation training and chairing and facilitating meetings. The Itrent self-service system has seen increased efficiency in the administration of events and the waiting list facility to ensure we are delivering repeat courses on evidence of demand.
- We have 28 members of staff working towards accredited professional qualifications across a range of subjects including; Foundation degree in Payroll management, CIH level 5 diploma in housing, MSC Town Planning and Accountancy ACCA. This year we have seen an increase to 10 members of management staff doing the Institute of Management and Leadership (ILM) qualifications at level 3 and level 5. In addition five staff members are about to start the ILM mentoring qualification which will take our cohort of internal qualified mentors to 15.

Improving wellbeing and mental health at work

- **Time to Change** – In 2016 we introduced our Mental Health at Work policy. In September 2017 we signed up to the Time to Change Employers pledge which was supported by the portfolio holders and the mayor. This pledge represents a commitment to an action plan which says we will continue to support staff, increase awareness, initiate actions to prevent and manage issues and support managers to help support their staff to stay well and in work. We also worked with ACAS to shape its new mental health guidance for employers which was launched in October 2017. This year, 112 members of staff have attended one of the mental health training interventions we have offered, including 48 managers.
 - **Suffolk Workplace Wellbeing Charter** - We have made a commitment to the Suffolk Workplace Wellbeing Charter which focuses on an organisation's commitment to the wellbeing of staff. To deliver this we are working with the following partners: Suffolk County Council, East of England Local Government Association, occupational health providers, neighbouring local authorities, and hospitals including Ipswich and Addenbrooke's and the Clinical Commissioning Group. In November 2017, as the first of the partners, we submitted our evidence for assessment for the Charter. We were successfully awarded a Certificate of Accreditation in December 2017, with four excellence and four achievements against the eight standards.
- delivered three external LGA sessions with a focus on the role of the councillor in the 21st century.
- We recorded 113 attendances at the events giving an average attendance at each event of eight. The Joint Member Development Group with Democratic Services continues to monitor and manage the programme and are working on new initiatives such as e-learning and small seminar sessions to improve attendance.

Councillor Learning and Development

- This year we launched the member's e-learning portal with nine courses including LGA programmes on Licensing and Regulation, and Planning and Scrutiny for councillors. To date, 12 councillors have used this resource and we are continuing to promote this in the coming period.
- We have delivered 14 member development events this year with topics based on; the Training Needs Analysis outcomes from members, key changes in legislation such as housing and Universal Credit and key West Suffolk strategies such as Energy Matters. This year, we have

The future

You will have seen from this report that we have made significant steps towards achieving our strategic priorities in 2017/18. We also know there are challenging times ahead and that we need to utilise the opportunities available to us in the future.

Our Strategic Framework 2018-2020 sets out our vision and priorities for the next two years: www.westsuffolk.gov.uk/Council/Policies_Strategies_and_Plans/upload/StrategicFramework2018-20.pdf

Appendix 1: Community Chest funding

The following organisations have been supported with Community Chest funding in Forest Heath for financial year 2017/18:

Organisation	Funding provided to support:	Location of delivery	Amount for 2017/18
HomeStart	Parental and Family Support	Available to people across Forest Heath	£9,800.00
Newmarket CAB	Advice, Support and Advocacy Services	Newmarket	£34,970.00
Relate	Relationship Counselling services	Available to people across Forest Heath	£2,000.00
Suffolk West CAB	Free Information, Advice and Advocacy	Available to people across Forest Heath	£39,650.00
The Voluntary Network	Community transport	Available to people across Forest Heath	£18,400.00
Rural Coffee Caravan	Funding to visit 6 rural villages lacking in amenities or social activity	6 locations across FHDC area	£3,210.00
Sharing Parenting	Parenting programmes	Available to people across Forest Heath	£35,500.00
Our Special Friends	Animal support services for vulnerable adults	Available to people across Forest Heath	£6,000.00
Suffolk West Citizens Advice Bureau	MoneySmart service	Available to people across Forest Heath	£27,192.00
YOPEY Befriender	Young adult intergenerational service	Newmarket	£4,000.00
Alumah CIO	Domestic abuse support group	Brandon & All Wards	£3,700.00
Unit Twenty Three	Play production – young carers	Available to people across Forest Heath	£5,000.00
Epic Dads	Fathers support and empowerment group	Lakenheath	£24,491.03
Arts For Us	Out of school children's activities	Available to people across Forest Heath	£9,520.00
The Volunteer Network	Befriending	Available to people across Forest Heath	£10,299.33
Fresh Start New Beginnings	Sex Abuse Support Sessions	Available to people across Forest Heath	£10,000.00

The following organisations have been supported with Community Chest funding in St Edmundsbury for financial year 2017/18:

Organisation	Funding provided to support:	Location of delivery	Amount for 2017/18
Gatehouse Caring	Home Furnishings for disadvantaged families	Bury St Edmunds & All Wards	£5,000.00
HomeStart	Parental and Family Support	Available to people across St Edmundsbury	£45,475.00
REACH	Foodbank and Supported Volunteering	Haverhill and surrounding	£5,000.00
Relate	Relationship Counselling services	Available to people across St Edmundsbury	£5,000.00
The Voluntary Network	Befriending Scheme and Community Car Service	Available to people across St Edmundsbury	£15,234
Suffolk Rape Crisis	Counselling Services	Bury St Edmunds	£4,800.00
Gatehouse Caring in East Anglia	Funding towards Dementia Hub	Available to people across St Edmundsbury	£10,000.00
Millennium Farm Trust	Learning disabilities support group	Available to people across St Edmundsbury	£10,000.00
Suffolk Accident Rescue Service (SARS)	Specialist Medical equipment	Available to people across St Edmundsbury	£2,000.00
Suffolk Mind	Community allotment	Haverhill & All Wards	£4,970.30
Upbeat Heart Support	Health support group	Bury St Edmunds & surrounding	£7,875.00
Catch 22, Suffolk Positive Futures	Free weekly sports project for young people	Haverhill & surrounding	£8,189.00
Suffolk Cruse Bereavement Care	Community Support project	Available to people across St Edmundsbury	£9,458.00
Survivors in Transition	Sex abuse support group	All Wards	£11,560.00
Bury St Edmunds Women's Aid Centre Ltd	Family support project	Bury St Edmunds	£5,400.00
Our Special Friends	Animal support services for vulnerable adults	Available to people across St Edmundsbury	£6,000.00
Suffolk West Citizens Advice Bureau	Operational costs	Available to people across St Edmundsbury	£182,000.00
Theatre Royal (Bury St Edmunds)	Arts Wellbeing programme	Bury St Edmunds & All Wards	£5,000.00

Appendix 2: Rural Initiatives Grant Scheme

The following organisations have been supported with Rural Initiatives grants in St Edmundsbury for financial year 2017/18:

Organisation	Grant provided to support:	Amount for 2017/18
Ixworth Village Hall	Replacement flooring for main hall	£5,000.00
Thurlow Sports Club	Kitchen, storage and fencing improvements	£2,000.00
Thurlow Village Hall	Replacement wiring	£5,049.00
Ingham PCC	Replacement heating for church community facilities	£7,500.00
Whepstead Community Association	Replacement kitchen for Community Centre	£7,500.00

Appendix 3: Ways we have supported our rural communities in 2017/18

Examples are listed in the order they appear in the report.

Small business grants	We supported a number of small businesses in rural areas including a lamb charcuterie in Stoke-by-Clare. More information on how we have supported local businesses by awarding small business grants can be found on page nine.
Clare market and Clare Winter Festival	Clare market was reinstated in August 2017 and a special Christmas market was held in December 2017. More information about these events can be found on page 15.
Litter picks	33 of the 57 litter picks that took place in 2017/18 were in West Suffolk's rural areas including Tuddenham, West Row and Ixworth. More information about litter picks and our Love Where You Live campaign can be found on page 18.
Tree services	We successfully prosecuted a landowner for the unlawful removal of five trees within the Flempton conservation area. More information about this case can be found on page 19.
Epic Dads	We supported Lakenheath-based project EPIC Dads to become a community interest company and helped expand the project into other areas of Forest Heath. More information about this project can be found on page 21.
The Shed, West Row	We provided support to The Shed in West Row by way of locality budgets, funding advice, and general support dependent on the needs of the group. More information about this project can be found on page 22.
Sharing Parenting	Outreach project Sharing Parenting covers Brandon, Red Lodge, Lakenheath and Mildenhall and links with all primary schools in rural areas across Forest Heath. Details about this project can be found on page 23.
Brandon Day Centre	Through stakeholder steering group support and collaborative working with Ward Members and the Council, Brandon Day Centre were able to deliver new initiatives and purchase two new mini-buses to enable those living in Brandon, Lakenheath and the surrounding rural villages to access the centre. Further details regarding the day centre and the council's support can be found on page 23.
St Nicholas Open House	St Nicholas Open House operates in Brandon and Barrow and supports those facing long term and life threatening illnesses, their loved ones and carers, as well as those struggling with bereavement. More information on this can be found on page 23.
Home Start	With support from the Families and Communities team and Community Chest funding, family support charity Home Start is now operating in both our rural and urban communities across West Suffolk. More information about Home Start in West Suffolk can be found on page 23.

Locality Budgets	<p>Locality Budget funding was used to support a number of rural community groups and activities in 2017/18, such as:</p> <ul style="list-style-type: none"> - The Red Lodge Millennium Centre were able to purchase an indoor curling set, enabling the centre to establish a group who can now enjoy sport within the centre. - Speedwatch schemes in rural areas such as Cavendish and Freckenham and community defibrillators in rural areas were both funded by a number of locality budgets. - Carols on The Green in Flempton-cum-Hengrave was supported by locality budget funding, enabling the community to come together. More information on this event can be found on page 26. - A Community Thinking Day to celebrate World Thinking Day, led by Mildenhall Girl Guides brought all neighbouring guides and scout groups together with communities to host a day of celebration. <p>Further details on how we have supported communities using locality budgets can be found on page 27.</p>
Rural Initiatives Grant Scheme	<p>During 2017/18, £27,049 was committed towards five projects in rural areas. More information about this scheme can be found on page 28 and the projects supported are presented in Appendix 2 on page 57.</p>
Creative People and Places Programme	<p>The programme helped support various creative projects to allow residents in Brandon to showcase their talents through the Brandon Forum. More information about the programme can be found on page 30.</p>
Awards	<p>West Stow Country Park retained its Green Flag Award in 2017 and West Stow Anglo Saxon Village achieved a Learning and Access Award from the Museum of the Year Awards. More information on our achievements in relation to our parks and green spaces and arts, heritage and leisure can be found on pages 29-31.</p>
The Brecks Project	<p>As part of the Brecks project, plans are in place to open a 15-mile long distance footpath between West Stow and Brandon Country Park. More information about this project can be found on pages 34-35.</p>
Buurtzorg	<p>An innovative way of providing health and social care known as Buurtzorg was introduced in Barrow in early 2018. Further details regarding this project can be found on page 36.</p>
Neighbourhood plans	<p>Neighbourhood plans are currently in preparation for the following rural areas; Great Barton, Hargrave, Ixworth and Ixworth Thorpe, Exning and Barningham. More information on our neighbourhood plans can be found on page 39.</p>
Toggam Solar Farm	<p>Our Solar Farm, based near Lakenheath, generated 11,682MWh of electricity, bringing in £1.2m of income and £308,000 net income (taking into account the capital outlay) to contribute towards funding local services. More information regarding the project can be found on page 49.</p>

Forest Heath & St Edmundsbury councils



Joint Executive (Cabinet) Committee

Forest Heath & St Edmundsbury councils

West Suffolk
working together

Title of Report:	West Suffolk Growth Investment Strategy: Energy Framework	
Report No:	CAB/JT/18/007	
Report to and date:	Joint Executive (Cabinet) Committee	25 June 2018
Portfolio holders:	Cllr Alaric Pugh SEBC Portfolio Holder for Planning and Growth Tel: 07930 460899 Email: Alaric.pugh@stedsbc.gov.uk	Cllr Lance Stanbury FHDC Portfolio Holder for Planning and Growth Tel: 07970 947704 Email: lance.stanbury@forest-heath.gov.uk
Lead officer:	Jill Korwin Director Tel: 01284 757252 Email: jill.korwin@westsuffolk.gov.uk	
Purpose of report:	To present the following to Members for approval: <ul style="list-style-type: none"> - West Suffolk Energy Framework, a supporting document to the West Suffolk Growth Investment Strategy - Local Energy East, the Tri- Local Enterprise Partnership Energy Strategy 	
Recommendation:	It is <u>RECOMMENDED</u> that: <ol style="list-style-type: none"> (1) The West Suffolk Energy Framework, a document supporting the Council's West Suffolk Growth Investment Strategy, as attached at Appendix B to Report No: CAB/JT/18/007, be approved; and (2) Local Energy East, a Tri- Local Enterprise Partnership Energy Strategy, as attached at Appendix C to Report No: CAB/JT/18/007, be endorsed. 	

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 Framework and Strategy have been produced following feedback from industry, business and central government.	
Alternative option(s):		<ul style="list-style-type: none"> The Cabinets could choose not to adopt either strategy and assess energy project opportunities solely against the growth Investment Strategy principles An alternative is that the Council could decide not to actively support energy projects. 	
Implications:			
<i>Are there any financial implications? If yes, please give details</i>		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> <ul style="list-style-type: none"> There are no direct financial implications as a result of the Framework, however decisions made in order to implement the Framework will have financial consequences and these will be considered in individual business cases. Equally not investing in the way set out by the Framework could mean the West Suffolk Councils would need to make extra savings. 	
<i>Are there any staffing implications? If yes, please give details</i>		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> <ul style="list-style-type: none"> 	
<i>Are there any ICT implications? If yes, please give details</i>		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> <ul style="list-style-type: none"> Not arising directly from the report, however decisions made in implementing the Framework may require ICT support and this will be considered as part of the individual business cases. 	
<i>Are there any legal and/or policy implications? If yes, please give details</i>		Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> <ul style="list-style-type: none"> As detailed in the report. 	
<i>Are there any equality implications? If yes, please give details</i>		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> <ul style="list-style-type: none"> Not arising directly from the report, however decisions made in implementing the strategy may require equality 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)

Risk of reactive investments, missed opportunities and for inconsistency	Medium	Development and adoption of an overarching strategy allowing decisions to be taken against a backdrop of agreed principles	Low
A lack of an agreed framework could prevent necessary focus on energy as both an enabler of/barrier to growth.	Medium	Adoption of and use of the framework on considering future local plans and guidance and investment opportunities	Low
No framework could lead to missing opportunities for partnering with others who have an interest in the energy infrastructure affecting West Suffolk	Medium	The energy framework will articulate our ambition and role to others in a more effective manner	Low
Ward(s) affected:	All		
Background papers:	<p>Cabinet Reports presented to FHDC Cabinet and SEBC Cabinets on 14 November 2017 respectively:</p> <p>CAB/FH/17/055 and CAB/SE/17/058 Development of a West Suffolk Growth Investment Strategy (Investment Principles)</p> <p>Cabinet Reports presented to FHDC Cabinet and SEBC Cabinets on 6 and 13 February 2018 respectively</p> <p>CAB/SE/18/012 and CAB/FH/18/014 Overarching West Suffolk Growth Investment Strategy, Governance and Delegation</p>		
Documents attached:	<p>Appendix A (not attached – see link below) Overarching West Suffolk Growth Investment Strategy Executive Summary</p> <p>Appendix B: West Suffolk Energy Framework</p> <p>Appendix C: Local Energy East Strategy</p>		

1 **Introduction**

- 1.1 The Medium Term Financial Strategy (MTFS) 2017-2020 sets the principle that both Forest Heath District and St Edmundsbury Borough Councils (the West Suffolk 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 This fund supports the Councils' overarching Growth Investment Strategy that was approved in February 2018. That Growth Investment Strategy and Executive Summary is included in [Appendix A](#) (not attached – see link).
- 1.3 The Strategy includes opportunities in four key areas (housing, business, infrastructure and inclusive growth) for all investment in Growth across West Suffolk, not all of which the Councils have a role or can deliver. That strategy made reference to a number of opportunities linked to energy and recognised "*there is great scope to invest in energy and infrastructure to not only get an economic and financial return but social benefits too*".
- 1.4 This "**Energy Framework**" (Appendix B) seeks to provide some detail around that ambition and sets out the policy context for investing in energy and the local context for West Suffolk. It reflects national context around environmental drivers, clean growth principles from the Industrial Strategy as well as the latest research and intentions of Local Energy East, a Tri-Local Enterprise Partnership Energy Strategy covering 38 Local Authority Areas in three LEPs (hence "tri"). It includes input from energy specialists at [Local Partnerships](#), the HM Treasury and Local Government Association partnership that supports the public sector.
- 1.5 This paper seeks Cabinet approval for this framework, and officers will develop energy projects to support the Vision and Objectives contained therein.
- 1.6 The paper also seeks endorsement for the **Energy East Strategy** (Appendix C) that has been produced by New Anglia, Greater Cambridge Greater Peterborough (and later the Cambridge Peterborough Combined Authority) and Hertfordshire Local Enterprise Partnerships (LEPs).

2. **The Energy Framework**

- 2.1 In Sections 2 to 4, the Framework sets out the policy context (local, regional, national and financial) for this work. Section 5 to 7 set out the approach, purpose and vision for the role that the Councils can play in energy provision in West Suffolk. Taken as a whole, it provides a framework within which to identify opportunities, understand possible interventions and delivery mechanisms and to clarify the Councils' role.
- 2.2 The Framework builds on the work of the Community Energy Plan and takes a whole local energy system view. The Community Energy Plan will be revised to sit within the Framework, with strategic intentions lifted up into

the Framework and activity within the Community Energy Plan aligned to achieve the 'golden thread'.

- 2.3 The Framework will not specifically address the selection of appropriate delivery and partnership models for any scheme; this will be addressed separately for each project that emerges from the framework. The route for approval for projects emerging from the framework will be as set out in the [West Suffolk Growth Investment Strategy Cabinet Papers](#) approved in February 2018.

3. **The Vision**

- 3.1 The Framework proposes the following Vision:
"West Suffolk's residents and businesses have access to clean, resilient and affordable energy"

To achieve this, we will:

- Work with partners to understand current and future energy requirements
- Support our householders, businesses and communities to become more energy efficient
- Support the development of a local energy economy with value retained in West Suffolk
- Support and develop local renewable energy generation and supply; and
- Create an environment for an ambitious and innovative energy sector in West Suffolk.

We will work to develop solutions where they can achieve one or more of the following:

- Unlock growth potential and value into local communities and businesses;
- Protect the vulnerable;
- Deliver a financial return in particular to support our services; and
- Achieve greenhouse gas emission reduction in line with national targets.

4. **Resource implications**

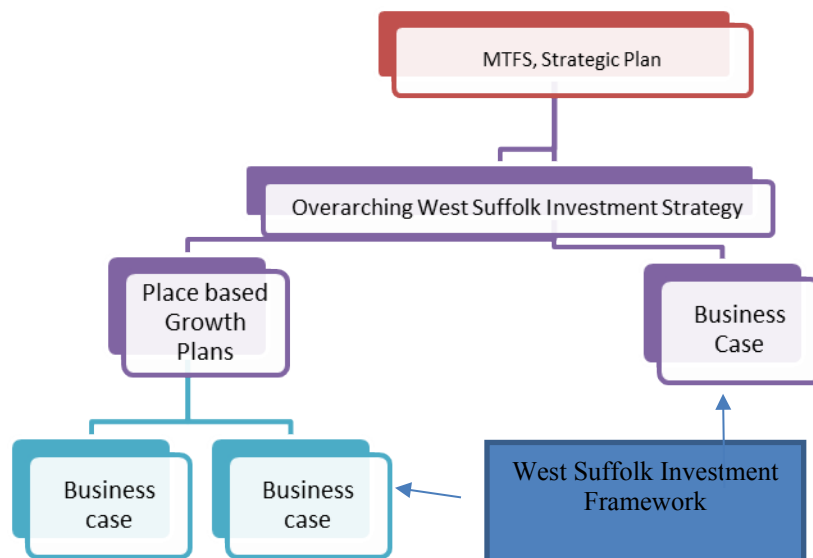
- 4.1 As well as service-level business activities including improving our own energy performance, investing in energy efficiency and new heat and power generation and working with partners to develop electric vehicle charging infrastructure, work is under development to develop projects that pick up on other opportunities, including:

- Toggam Solar: Improvements enhance performance and production
- Heat and power work streams as part the wider development projects of Mildenhall Hub and Western Way.

- 4.2 In addition, opportunities exist to link into a number of external funded projects, including access to energy sector funding both in and beyond the UK, to help improve our understanding and test new approaches to address some of the energy problems that are faced in West Suffolk. The team is working closely with Suffolk County Council External Funding team to ensure we can take advantage of opportunities that arise.
- 4.3 Any projects that progress from this framework will be subject to a separate business case approval.

5. **Individual project assessment**

- 5.1 Members have already agreed the overarching Growth Investment Strategy and Place Growth Plans will provide the context for officers when preparing business cases on a project by project basis, in line with the approved Council's Investment Framework. Once individual investment opportunities arise, they will be supported by business cases, as follows:



- 5.2 In order to develop business cases and external and internal investment propositions appraisals will be undertaken assessing:

- Links to the Councils' strategic priorities
- Likely community benefit (including contribution to the prevention agenda)
- Investment required and associated borrowing costs
- Likely return on investment including business rates, New Homes Bonus and council tax
- Any ongoing costs and/or savings, including impact on demand management considerations
- Likely business rates yield
- How the Councils' investment role could support the relevant masterplans for each place
- Special considerations – legal, taxation, State Aid, appropriate delivery vehicle, use of existing company structures etc

- Risks associated with each investment
- Performance of the individual investment against that of our wider portfolio of investments

6. **Local Energy East (LEE) Energy Strategy**

- 6.1 The Government's Industrial Strategy and Clean Growth Strategy both present significant opportunities at a local level to capitalise on local energy growth initiatives.
- 6.2 As part of Government's recognition that local areas are key to achieving national ambitions around clean growth, the Department for Business, Energy & Industrial Strategy (BEIS) has provided funding support to the Local Enterprise Partnerships to develop and articulate local energy policy.
- 6.3 Since April 2017, New Anglia, Greater Cambridge Greater Peterborough (now the Cambridge Peterborough Combined Authority) and Hertfordshire LEPs have been working together (as Local Energy East) to research, map, analyse and co-design an energy strategy for the combined area. The resulting draft energy strategy (Appendix C) supports addressing both local and regional issues which are prohibiting growth.
- 6.4 The energy strategy, and its respective evidence base, will form part of the starting point for a tri-LEP delivery plan and support service in the form of an Energy Hub covering the Greater South East area. By being able to identify synergies and support strategically, it is intended that this delivery plan and supporting Hub will unblock current challenges and capitalise on local energy generation, storage, distribution and supply opportunities. The Hub will be funded by BEIS and hosted by the Cambridge Peterborough Combined Authority for the first two years to allow it to establish and demonstrate its effectiveness.
- 6.5 The Local Enterprise Partnerships are, therefore, seeking endorsement of the energy strategy by key organisations.
- 6.6 The Local Energy East (LEE) area is one of the most important energy generating areas in the UK, and a leading area for renewable energy. We are well-positioned to benefit from the global energy revolution that is now underway, and to make a significant contribution to the UK's energy Economy.
- 6.7 This energy strategy sets out the collective ambitions to 2030 underpinned by a range of activities that the LEE Network and the Greater South East Energy Hub will take forward to ensure it remains at the forefront of Clean Growth in the UK and grasp the opportunities ahead. The following themes form the basis for this strategy:
- Clean Economic Growth (over-arching) –support growth in our local energy sector, ensure local people benefit from the employment opportunities this creates, and support the transfer of the benefits of new energy technologies across sectors

- Housing growth and commercial site infrastructure –work with UKPN and partners to ensure that the grid enables housing and commercial development ambitions
- Secure, local, affordable, low-carbon consumption –work to increase energy efficiency and improve energy affordability; reducing fuel poverty. Work to reduce carbon emissions and improve air quality
- Clean transport networks –work with local partners and businesses to support the transition to electric vehicles (EVs). Continue to support behavioural change and modal shift that improves transport sustainability.

6.8 These themes align to the Council’s objectives in the Energy Framework as outlined in paragraph 3.1 above.

6.9 The energy strategy acknowledges that success will only be achieved if all partners play their role in delivering the strategy. It will be delivered through actions taken by a wide range of local partners, through new delivery models to enable distributed energy generation and supply; and be supported by innovative funding models to enable the investment our infrastructure needs.

6.10 The Energy Framework summarises this commitment on the part of West Suffolk Councils and will be shared with the LEE Network as part of our response to the publication of their energy strategy.

West Suffolk Growth Investment Strategy

Energy Framework

1. Introduction

Energy touches all parts of our lives, from heating homes, powering industry, enabling movement of people and goods, to ensuring utilities such as water, sewerage and telecommunications continue to function. The whole energy system from generation, distribution through to consumption is fundamental to creating resilient communities and good growth.

However, the energy system in the UK is changing away from the traditional model of a few large power stations supplying our energy needs towards increased diversity of technologies and arrangements between generation, distribution and use. This is in response to threats to long term energy supplies, increasing need to invest in replacing outdated infrastructure and a changing pattern of energy demand and supply.

This change requires a new approach to ensure that our householders, communities and businesses have access to affordable reliable heat and power in a way that benefits protects our citizens particularly those that are vulnerable, our economy and secures our greenhouse gas emissions obligations.

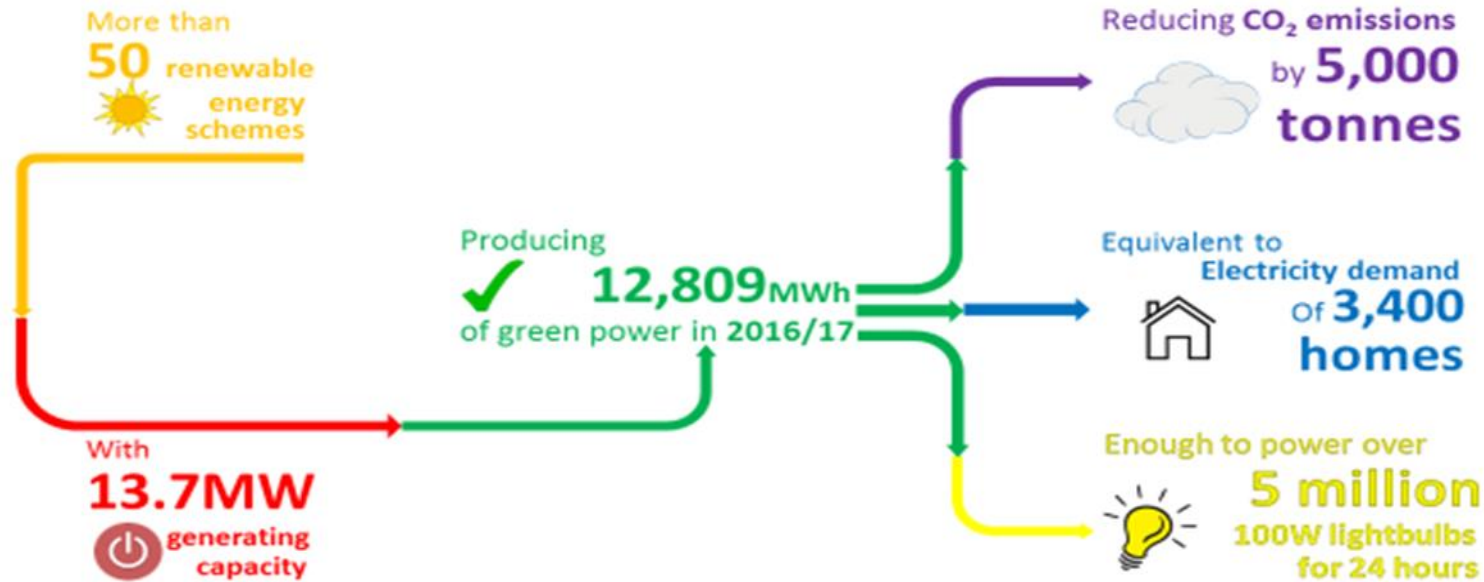
We play a range roles which have an influence upon the local energy system:

- As a consumer of energy in our buildings and transport
- As the planning authority shaping development
- As a stimulus to economic prosperity, growth and skills
- As an enabler and provider of services to local communities and families
- As an investor in the locality
- As a regulator working to protect the environment.

We have been increasingly involved in lower carbon, energy-related projects helping to improve energy efficiency and generate renewable energy. The diagram below summarises our current level of investment in renewable energy generation alone.

In so doing, we have demonstrated how our existing approach can sustain local energy resilience, support good growth and provide income to support essential public services.

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We recognise the need for a coherent energy framework as part of our Growth Investment Strategy. This Energy Framework sets out the case and identifies the opportunities for us to have a positive impact on the local energy system, allowing us to plan our interventions to support the future prosperity of West Suffolk.

2. *The policy and regulatory context*

Our Energy Framework takes account of the key policy and regulatory drivers, some of which are set out below:

- ***The Climate Change Act (2008)*** - establishing mandatory targets and 5 yearly carbon budgets aimed at reducing UK greenhouse gas emissions by at least 80% from 1990 levels by 2050 to meet Paris Accord commitments. Supporting each carbon budget are plans to cut emissions from homes, business and transport in line with the long term obligations.
- ***The UK Industrial Strategy (2017)*** - establishing energy as core to driving forward the entire economy.
- ***The UK Clean Growth Strategy (2017)*** – committing the UK to growing our national income whilst cutting greenhouse emissions.
- ***National Planning Policy Framework (2012)*** – setting out Government’s planning policies and how these are expected to be applied with the stated purpose of helping achieve sustainable development.
- ***UK air emissions control regimes*** - strategic and regulatory controls aimed at tackling pollution from a range of sectors. The energy supply sector forms a key direct and indirect source of air pollution including the power stations based on combustion of both fossil and non-fossil fuels, alongside petrol and diesel related emissions in transport.
- ***Energy sector-specific regulatory and policy and market policy and regulations*** – setting out the rules that govern how power and heat are generated, distributed and consumed to ensure that the energy industry operates in a smooth and effective manner.
- ***Public sector-specific regulation*** – setting out powers and/or control how activities should be carried out by the public sector to avoid adversely affecting the market. These cover such activities as procurement, energy trading, and the impact on the market to avoid illegal state aid.
- ***Strategic Economic Plans*** – setting out the vision for economic growth across the Local Enterprise Partnerships (LEPs) covering West Suffolk, in particular identifying the clean energy sector as one of the key growth sectors for the area.

- **The regional energy strategy** – supporting the UK Industrial and Clean Growth Strategies, the three East of England Local Enterprise Partnerships have published their shared strategy and delivery arrangements. Our endorsement of the Strategy gives us the opportunity to position our Energy Framework at the heart of future energy plans for Eastern England.
- **West Suffolk Community Energy Plan** – outlining how we are working to combine current energy efficiency initiatives with a renewable energy investment programme.
- **The changing renewable energy generation market** – moving away from subsidy support for renewable energy generation with changing economics creating opportunities for local business and communities to both generate and consume power locally (the “prosumer”).

3. The financial context

Our Medium Term Financial Strategy 2016 - 2020 sets out our approach to financial management in the context of our role to deliver the West Suffolk Strategic Framework, providing essential services to our communities and businesses.









Within the Strategy, we set out 6 key themes that we have adopted to manage our finances. These include:

- behaving more commercially;
- being an investing authority and considering new funding models;
- taking advantage of new forms of local government finance.

Whilst energy provision is fundamental to our growth ambitions for West Suffolk, there is also a financial business case for developing energy schemes. These offer us a commercial investment opportunity and we have seized the chance to invest since it makes sound financial, economic and environmental sense.

4. The local context

Our Energy Framework is designed to reflect the local nature of West Suffolk with some of the key issues highlighted below.

 <p>Around 16% of households in West Suffolk cannot access mains gas compared with an England average of 10%.</p> <p>Rural households off the gas main tend to pay significantly more to keep warm in winter.</p> <p><small>(Source: BEIS, 2015)</small></p>	 <p>86.3% of households in West Suffolk have access to one or more cars or vans, compared to 74.2% for England as a whole.</p> <p>This may reflect access to public transport in a predominantly rural area.</p> <p><small>(Source: ONS, 2011)</small></p>	 <p>Solar generation capacity in the UK increased from less than 1MW in 2010 to 12.3GW in 2017.</p> <p>This is equivalent to 10 Sizewell B nuclear power stations.</p> <p><small>(Source: BEIS, EDF)</small></p>	 <p>Its estimated that West Suffolk households may be paying over £9 million more for electricity than they should be because of their tariff.</p> <p><small>(Source: Energy industry/local data, 2017)</small></p>
 <p>8.6% of households in West Suffolk may be experiencing fuel poverty compared with the national average of 11%. However, some West Suffolk wards may have over 20% of households experiencing fuel poverty.</p> <p><small>(Source: BEIS, 2015)</small></p>	 <p>West Suffolk is home to more than 120MW of renewable energy generating capacity.</p> <p>10% of this capacity is in our ownership.</p> <p><small>(Source: Ofgem and local data, 2017)</small></p>	 <p>Between 2017 and 2030, West Suffolk's over 75s population is predicted to grow by 55% compared to 47% in England as a whole.</p> <p>This is likely to put pressure on the health and housing sectors.</p> <p><small>(Source: ONS 2014, SNPP)</small></p>	 <p>Carbon emissions have dropped by 18% in West Suffolk since 2010 compared to the national average of 20%.</p> <p>Carbon emissions per head in West Suffolk are 55% higher than the national average.</p> <p><small>(Source: BEIS, 2015)</small></p>

5. West Suffolk Councils' strategic approach

The West Suffolk Strategic Framework recognises that energy is a key infrastructure and states:

During 2018-2020, we will:

"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."

Our West Suffolk Investment Framework identifies a number of energy opportunities including:

- Collaborating to increase infrastructure & sustainable energy provision to ensure growth of our market towns and rural areas are supported;
- Maximising potential for energy efficiency in new development; and
- Optimising energy efficiency with asset improvements.

Our Energy Framework brings together a range of opportunities for investment following the principles and approach set out in our Investment Framework so we can support and deliver energy solutions to facilitate inclusive, low carbon growth across West Suffolk.

6. Purpose of the West Suffolk Energy Framework

There is a clear opportunity to maximise the contribution that energy can make in unlocking growth, strengthening local sustainability and supporting investment value allowing us to secure benefit for our residents and businesses.

This document sets out our **vision** for the role that we can play in energy in West Suffolk. It provides a framework within which to **identify opportunities, understand possible interventions, delivery mechanisms and clarify our role.**

This Energy Framework sits as part of, and supplements, our Growth Investment Strategy.

Our Energy Framework builds on the work of the current West Suffolk Community Energy Plan and takes a whole local energy system view. The Community Energy Plan will be revised to sit within the Framework as our delivery plan, with strategic intentions lifted up into the Framework and activity within the Community Energy Plan aligned to ensure the 'golden thread' between our strategic objectives and delivery.

For any given scheme, our Energy Framework will not specifically address the selection of appropriate delivery and partnership models, financing, how we comply with procurement or state aid provisions. These are addressed separately through our Commercial Framework and other policies, processes and plans to which we operate. Additional resources needed to deliver the Energy Framework will be carefully planned and factored into specific projects taking consideration of both project management and ongoing support needs. **Investment decisions will be based on our Growth Investment Strategy and within the delegations and governance arrangements described.**

7. The Vision and Framework

Our Vision: West Suffolk's residents and businesses will have access to clean, resilient and affordable energy.

To achieve this, we will:

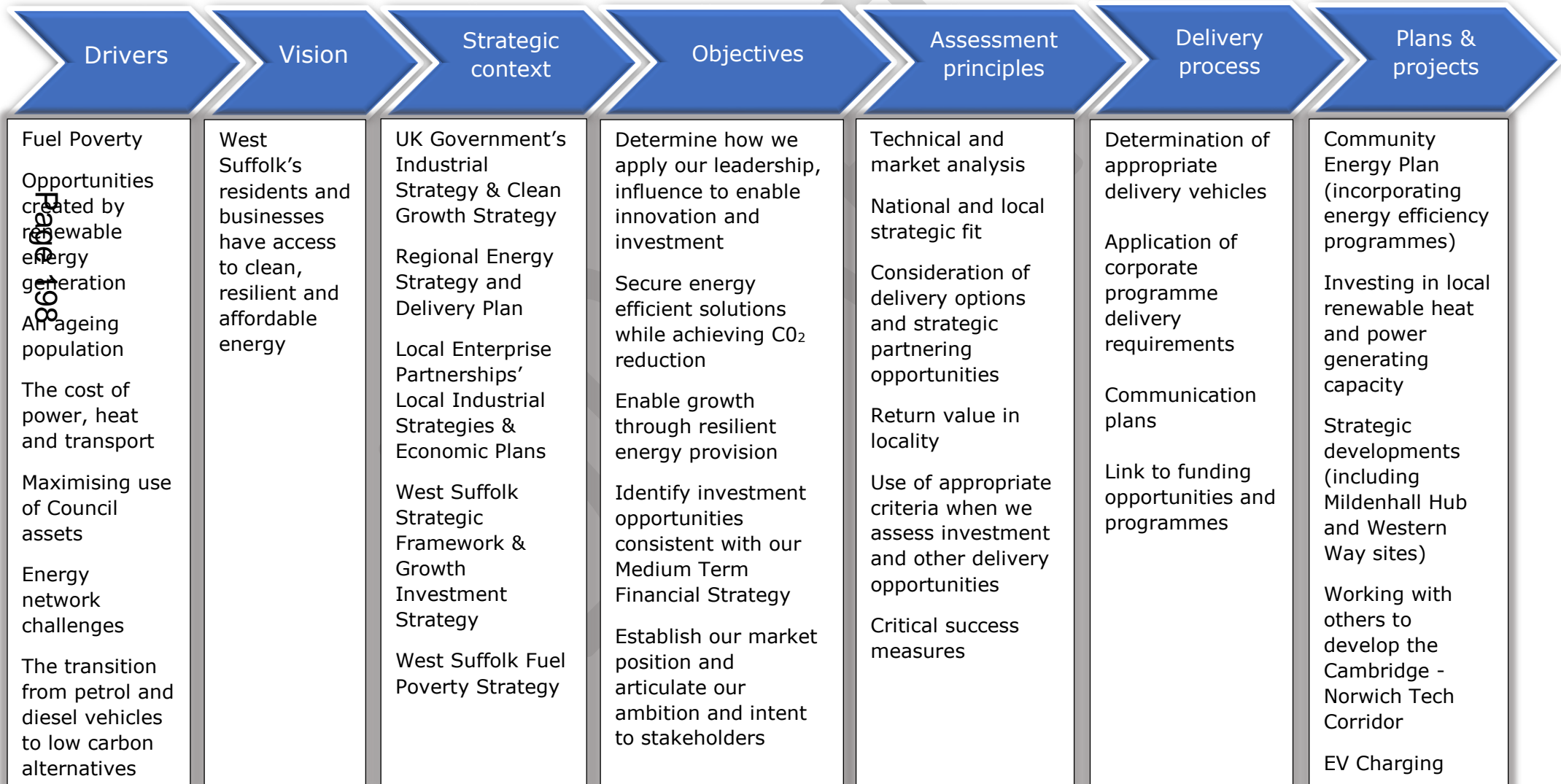
- Work with partners to understand current and future energy requirements;
- Support our householders, businesses and communities to become more energy efficient;
- Support the development of a local energy economy with value retained in West Suffolk;
- Support and develop local renewable energy generation and supply; and
- Create an environment for an ambitious and innovative energy sector in West Suffolk.

We will work to develop solutions where they can achieve one or more of the following:

- Unlock growth potential and value into local communities and businesses;
- Protect the vulnerable;
- Deliver a financial return in particular to support our services; and
- Reduce Greenhouse Gas emission reduction in line with national targets.

Our Energy Framework is summarised below. Specific delivery arrangements will be developed based on identified needs and opportunities that align with our vision and objectives in this Framework.

West Suffolk Growth Investment Strategy: Energy Framework



8. Opportunities and interventions

Working with others, we have a key role in influencing and shaping actions with the aim of ensuring that local energy needs of our locality are met and our energy infrastructure is able to support current and future demands. We will continue to assess and refresh the rationale, opportunities and our interventions to support good growth to future proof communities across West Suffolk.

The following table illustrates some of those potential opportunities and interventions.

<u>Our objective</u>	<u>Opportunities</u>	<u>Interventions</u>	<u>Short Term (now-2020)</u>	<u>Med Term (2020-2035)</u>	<u>Long Term 2035-2050</u>
<i>A resilient, flexible, efficient energy system with good growth opportunities fully realised</i>	We will work to play a pivotal and vanguard role in evolving the system to become sustainable into the future.	Work with others to influence local energy infrastructure investment which supports growth and builds resilience.	✓	✓	
		Develop strategic stakeholder relationships and influencing roles including through LEPs, network providers, utility companies, from planning to delivery.	✓	✓	✓
		Lobby for robust national energy infrastructure that supports good growth and housing provision in West Suffolk.	✓		
		Develop robust planning policies on energy.	✓		
<i>Affordable heat and power</i>	Working with others, we will:	Continue to develop opportunities for energy self-sufficiency at community level e.g. village, town-scale.	✓	✓	✓

	<ul style="list-style-type: none"> continue to take action to tackle fuel poverty in West Suffolk, and provide support and advice to help households and businesses to reduce energy use and access the most affordable energy options. 	<p>Continue providing energy efficiency support and advice to help residents and businesses become more energy resilient.</p> <p>Keep promoting local communities that lead the way.</p>	✓	✓	✓
			✓	✓	✓
Low carbon and energy efficient	<p>We will work to reduce CO₂ emissions by 35% by 2025 and 75% by 2050 based on 2010 levels working.</p> <p>Homes are as energy efficient as practicable with new homes built to low carbon emissions standards.</p> <p>All new commercial buildings are built to the BREEAM “excellent” rating or similar with the aim of building to a carbon neutral standard.</p>	<p>Continue to improve our own energy efficiency.</p> <p>Develop renewable energy generation including heat networks.</p> <p>Establish commercial opportunities to attract investment through novel financing arrangements.</p> <p>Develop opportunities for better quality housing through local authority investment/delivery vehicles.</p> <p>Take opportunities to demonstrate best energy practice/show leadership e.g. via the One Public Estate programme.</p>	✓	✓	✓
			✓	✓	✓
			✓	✓	✓
			✓	✓	✓

	<p>All towns and service centres in West Suffolk are well provided for electric vehicle charging infrastructure.</p> <p>Passenger journeys in West Suffolk are made using low/zero carbon transportation.</p>	<p>Support the development of the national electric vehicle charging infrastructure.</p> <p>Develop opportunities for efficiency improvements and electrification in fleets.</p>	✓	✓	
<i>A diverse and successful local energy market</i>	<p>There are real opportunities for savings through new technologies and local energy trading which could help to avoid costly investment in the the power grid in West Suffolk.</p>	<p>Develop commercial energy service opportunities with others.</p> <p>Continue to support local energy purchasing and cost reduction for West Suffolk businesses and communities.</p>	✓	✓	
<i>A successful, innovative energy, skills and employment sector</i>	<p>West Suffolk has the opportunity to develop a vibrant, innovative low carbon energy sector with high quality training provision through local training providers.</p>	<p>Work with others to support job creation/skilled development in the energy technology sector in West Suffolk.</p> <p>Work with others to develop more supply chain opportunities in the renewable energy sector locally</p>	✓	✓	✓

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Local Energy East Strategy:

An Energy Strategy for the Tri-LEP Area

May 2018: Endorsement copy for stakeholders



Local Energy East Network

The Local Energy East Network was established in response to the Department of Business, Energy and Industrial Strategy (BEIS) offering each Local Enterprise Partnership (LEP) funding to develop a Local Energy Strategy. The three LEP areas of Cambridgeshire and Peterborough (formerly Greater Cambridge and Greater Peterborough), Hertfordshire and New Anglia joined together and working with their constituent local authorities, the Distribution Network Operator (DNO), universities, third sector and energy sector businesses were able to create a tri-LEP area project. Those involved in the Steering Group and Project Delivery Group, other than the LEPs, included:

- Allia;
- Anglia Ruskin University;
- Cambridge City Council;
- Cambridgeshire County Council;
- East Herts District Council;
- Hertfordshire County Council;
- Nautilus Associates;
- Norfolk County Council;
- Peterborough City Council;
- Peterborough Environment City Trust;
- Suffolk County Council;
- UK Power Networks;
- University of East Anglia;
- West Suffolk Councils.

The Extended Stakeholder Group included over 400 people from all 38 constituent local authority areas and related organisations who had been engaged and involved in the project.

This wide group of local and sub-national organisations represents a huge potential to collaboratively take the findings and ambitions of this strategy and deliver future work using a mix of public sector leadership and business knowledge.

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Executive Summary

The Local Energy East (LEE) area is one of the most important energy producing areas in the UK, and a leading area for renewable energy. We are well-positioned to benefit from the global energy revolution that is now underway, and to make a significant contribution to the UK's energy economy. The Government's Industrial Strategy and Clean Growth Strategy both present significant opportunities at a local level to capitalise on local energy growth initiatives.

This strategy sets out our collective ambitions to 2030 underpinned by a range of activities that the LEE Network and the Greater South East Energy Hub will take forward to ensure that we remain at the forefront of Clean Growth in the UK and grasp the opportunities ahead. We have agreed the following themes that are the basis for this strategy:

- **Clean Economic Growth (over-arching)** – we will support growth in our local energy sector, ensure local people benefit from the employment opportunities this creates, and we will support the transfer of the benefits of new energy technologies across sectors as part of our wider drive to boost productivity;
- **Housing growth and commercial site infrastructure** – we will work with UKPN and partners to ensure that the grid enables our housing and commercial development ambitions. We will support new smart grid systems;
- **Secure, local, affordable, low-carbon consumption** – we will work to increase energy efficiency and improve energy affordability; reducing fuel poverty. And we will work to reduce carbon emissions and improve air quality;
- **Clean transport networks** – we will work with local partners and businesses to support the transition to electric vehicles (EVs). We will continue to support behavioural change and modal shift that improves transport sustainability.

Success will only be achieved if all partners play their role in delivering the strategy. It will be delivered through actions taken by a wide range of local partners, through new delivery models to enable distributed energy generation and supply; and be supported by innovative funding models to enable the investment our infrastructure needs.

1 Introduction

- 1.1 Local Energy East (LEE) is a partnership covering three Local Enterprise Partnership (LEP) areas of Cambridgeshire and Peterborough, Hertfordshire, and New Anglia (Norfolk and Suffolk) collectively known as the 'LEE area'.
- 1.2 In early 2017, the department for Business, Energy and Industrial Strategy (BEIS) invited LEPs to produce a Local Energy Strategy, building on the work that we had begun locally in our Strategic Economic Plans (SEPs) and other local strategies and initiatives. Over the past year we have worked with a range of stakeholders and experts to develop this strategy. We have engaged with over 400 people representing over 50 organisations locally to ensure that our objectives and actions have been developed and co-designed with the wide range of partners.
- 1.3 Our combined LEP area is an important part of the UK economy. Home to 3.9m people, 1.8m jobs, and with a total economic output of £98bn (6.2% of the UK total) we are home to an extremely broad range of businesses, universities, research centres and other major UK economic assets.
- 1.4 We are a significant producer and distributor of energy – the Bacton gas terminal is one of the main points for receiving gas from the North Sea whilst the Sizewell nuclear reactor supplies over a thousand megawatts to the national grid. The offshore wind farms at Sheringham Shoal, Scroby Sands and Greater Gabbard contribute a third of the UK's offshore wind power. Future planned offshore wind projects in our region will more than double UK generating capacity in this sector. We are the only part of the UK with expertise and operations in all areas of energy generation. New techniques and technologies offer major opportunities across different parts of the sector.
- 1.5 Business and political leaders in our area have high ambitions for growth, both in the energy sector and wider economy. Having the right energy infrastructure is essential for this growth, able to meet the needs of our businesses and support the development of well-functioning, attractive places to live and work. Already, there are areas where further development and growth locations are significantly constrained due to lack of electricity capacity. The expected shift towards electric vehicles (EVs) will add further pressure to the network as well as creating new opportunities. We also want to ensure that improvements in energy infrastructure benefit our residents, increasing the affordability of supply and contributing to addressing fuel poverty.
- 1.6 We are a clean growth region. We have superb natural assets and a high quality of life in our cities, towns and rural areas. Our Local Energy Strategy shows our commitment to the need to reduce carbon emissions and pollution, to improve air quality and ensure a healthy environment.
- 1.7 This strategy has been developed at a time of huge change in the way that energy is being generated, stored and distributed. New technology provides significant opportunities but also requires careful navigation and investment to maximise the potential for the LEE area.
- 1.8 To inform this strategy an online energy data-mapping portal was created using multiple layers of energy related data. The portal is able to display energy data at a granular level. Feedback from local authorities and other stakeholders so far has been very positive. The portal is a solid base to take delivery activities forward. It enables planners, developers, land owners and other strategic decision makers to better understand where the challenges and opportunities exist.

- 1.9 To accompany this strategy there is a companion Mapping Analysis Report which provides greater detail on the online energy data-mapping portal used and evidence derived from it.
- 1.10 The rest of this document is structured as follows:
- Section 2 sets out our **objectives** for this strategy;
 - Section 3 explains the broader **context** – in terms of policy, economics and wider trends;
 - Section 4 sets out our plan to achieve **clean economic growth**;
 - Section 5 describes how we will support **housing growth and commercial site infrastructure**;
 - Section 6 explains how we will support **secure, affordable, low-carbon consumption**;
 - Section 7 sets out our plans to support **clean transport networks**;
 - Section 8 explains our **future work** and how we will progress our objectives;
 - Section 9 is a **glossary of terms**.
- 1.11 Throughout this strategy there are brief case studies to highlight where a noteworthy activity in the LEE area supports a particular priority or endeavour. Case studies from outside the LEE area are also referenced where learning and delivery in another area is worth considering for replication to support a particular ambition or priority in the strategy.

2 Our objectives

- 2.1 This strategy looks forward to 2030. There will be a period of uncertainty in terms of technology, regulation and policy and climate change impacts. Our actions focus on driving clean economic growth over the next three years alongside setting the overall direction for the next decade. Doing both at once will enable us to reap the economic, social and environmental benefits of the energy revolution.
- 2.2 The principal objectives of this strategy are as follows:
- To put the region at the forefront of the UK's drive towards clean economic growth reflecting the Government's Clean Growth and Industrial Strategies;
 - To create high-value jobs in the energy sector and broader supply chain that support our wider economic growth objectives;
 - To ensure that our economy is underpinned by a world class energy system;
 - To enable local people to benefit from the many new energy opportunities that will be created over the next decade;
 - To foster innovation, both within the energy sector and across other sectors;
 - To create a dynamic, flexible energy system comprised of smart energy grids and a new distribution network that leads development;
 - To create a local energy market, where buying and selling energy locally brings improved economic resilience for residents and businesses and greater affordability of energy supply;
 - To reduce carbon emissions, in line with national targets;
 - To improve air quality in the LEE area, benefiting the health of all residents;
 - To play an active role with the new energy hub for South East England and ensure that our area attracts and benefits from available investment in energy infrastructure.
- 2.3 Following publication of the strategy, partners will develop robust targets and a supporting methodology which will enable us to monitor progress and test interventions that align with our ambitions and objectives. Our actions will comprise Direct, Indirect and Related initiatives:
- **Direct** - Endeavours such as increased renewable energy generation, storage, distribution and supply to put the LEE area in a leading position in England. This would enhance grid resilience and capacity enabling the move toward the electrification of both heating and transportation in the LEE area. By supporting this local energy infrastructure, we will work to enable new business and community energy schemes. We will also be enabling smart grid connected homes that take advantage of these new energy systems with our ambition to create leading whole energy systems region in England;

- **Indirect** - By actively leading on the direct actions we plan to reduce greenhouse gas emissions and the number of householders in fuel poverty measured against agreed targets. Air quality would also be improved. Existing and new demand reduction and energy efficiency schemes and initiatives would be promoted and supported to contribute to lower energy consumption and increase the Energy Performance Certificate (EPC) rating of homes in the region;
- **Related** - Increasing the GVA from energy sector and new jobs in the energy sector would both underpin and support our Clean Growth Ambition.

Themes

2.4 Working with partners we have identified four themes which will be central to delivering our objectives and targets. We set out the challenges and opportunities ahead and the actions we are going to take for each of these themes:

- Clean economic growth;
- Housing growth and commercial site infrastructure;
- Secure, local, affordable, low-carbon consumption;
- Clean transport networks.

2.5 Sections 4 to 7 explore each of these themes in more detail and sets out the challenges and opportunities ahead and the collective actions we are going to take.

3 Context

3.1 This section sets out:

- The global energy and wider policy context within which this Energy Strategy sits;
- Key relevant trends in local energy networks;
- The broader technological trends that will influence delivery of the strategy.

Global Energy Context

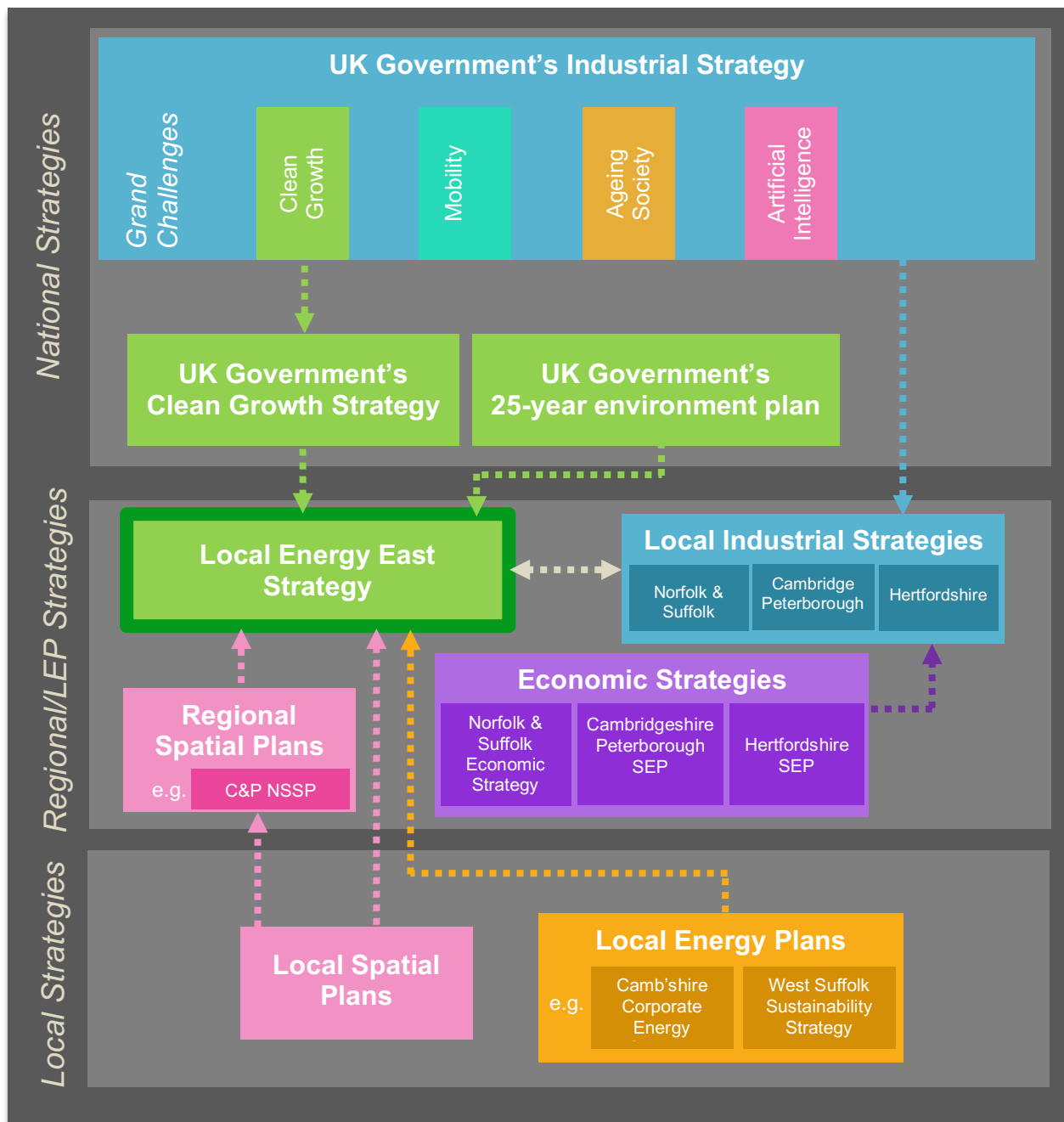
3.2 There are a few key factors which define current trends and shape future projections as the energy revolution gather pace. These include:

- Global energy demand is soaring due to the rapid growth and urbanisation in many parts of the world, particularly Asia;
- Renewable energy generation and capacity is increasing dramatically as the unit costs of generation for renewables falls with improvements in technology and scale of deployment, alongside state subsidies and support for the renewables sector;
- Improved battery technology offers the potential for increasingly distributed storage and generation, as well as better management of peak demand;
- The combination of small-scale renewable generation and improved battery technology offers the potential for distributed smart grids. This would improve the resilience of the network but would radically change the existing utility business model which is based on centralised generation and distribution;
- Perhaps the biggest change in the energy mix over the next few decades will come from the transition from petrol and diesel vehicles to electric vehicles (EVs). Significant growth in this sector is expected due to improvements in the underlying technology, the supporting infrastructure and due to government policy increasingly favouring EVs.

Policy Context

3.3 Our Energy Strategy complements and is consistent with wider policy. The diagram overleaf illustrates how our Energy Strategy sits alongside national and local strategies.

Figure 1. Policy context



The Industrial Strategy

3.4 The Government's Industrial Strategy, published in November 2017, sets out a national approach to growing and rebalancing the UK economy. The Industrial Strategy sets out five 'foundations' for growth:

- Ideas;
- People;
- Infrastructure;
- Business environment;
- Places.

3.5 The Industrial Strategy also sets out a series of ‘Grand Challenges’ for the UK economy which will enable and require it to ‘plan for a rapidly changing future, look to shape new markets and industries, and build the UK’s competitive advantage’. The Industrial Strategy includes several ways in which Government is seeking to support clean energy development, and its future role in our economy, including:

- Launching a new programme ‘Prospering from the energy revolution’ to develop world-leading local smart energy systems that deliver cheaper and cleaner energy across power, heating and transport, while creating high value jobs and export capabilities;
- Working with the energy sector to support rapid adoption of Artificial Intelligence technologies at scale to support and lead the fourth industrial revolution;
- Developing UK leadership in low carbon transport and investing in innovation to develop clean technologies across road, rail, aviation and maritime transport;
- Delivering affordable energy and keeping energy costs down for businesses through energy efficiency.

3.6 The clean growth grand challenge aims to ‘maximise the advantages to UK industry of the global shift to clean growth’. The Industrial Strategy envisions that ‘whole new industries will be created and existing industries transformed as we move towards a low carbon, more resource-efficient economy’. It sets out five initial priorities:

- Developing smart systems for cheap and clean energy across power, heating and transport;
- Transforming construction techniques to dramatically improve efficiency;
- Making our energy intensive industries competitive in the clean economy;
- Putting the UK at the forefront of the global move to high efficiency agriculture;
- Making the UK the global standard better for finance that supports clean growth.

The UK Clean Growth Strategy

3.7 Alongside the Industrial Strategy, BEIS have published a Clean Growth Strategy which commits to growing our national income while cutting greenhouse gas emissions and tackling air quality with two overarching objectives to:

- Meet domestic commitments (on Carbon dioxide (CO₂) emissions) at the lowest possible net cost to UK taxpayers, consumers and businesses;
- Maximise the social and economic benefits for the UK from this transition to a low carbon economy It will achieve this through driving the uptake of ultra-low emission vehicles including a rollout of electric vehicle (EV) charge points through a £1bn investment fund. A further £900m of public funds will be invested in smart systems for energy storage, demand response technologies, new nuclear and for reducing the cost of renewables.

3.8 The UK has demonstrated over the last thirty years that it is possible to drive growth while also significantly cutting the amount of Carbon dioxide (CO₂) emitted, in part by capitalising on the

growth of new energy industries. Hence the premise of the Clean Growth Strategy is that economic growth and cutting Carbon dioxide (CO₂) emissions are complementary objectives.

3.9 The key proposals of the Clean Growth Strategy are organised under the following headings:

- (1) Accelerating Clean Growth – becoming a world leading low carbon economy;
- (2) Improving Business and Industry Efficiency – reducing energy waste and improving efficiency through technological change;
- (3) Improving Our Homes – becoming our own mini power systems where we generate energy from micro-renewables, store energy via batteries, charge our electric cars and most importantly stop energy waste;
- (4) Accelerating the Shift to Low Carbon Transport – getting the EV infrastructure in place to support the electrification of transport;
- (5) Delivering Clean, Smart, Flexible Power – using technology to get energy where it is needed at any one time quickly and efficiently whilst minimising pollution;
- (6) Enhancing the Benefits and Value of Our Natural Resources – reducing air pollution and carbon emissions mitigates climate change;
- (7) Leading in the Public Sector;
- (8) Government Leadership in Driving Clean Growth.

The Local Energy East Strategy

3.10 The first two Clean Growth Strategy key proposals in 3.9 feed into our over-arching theme – Clean Economic Growth. The third relates to our theme of housing growth and commercial site infrastructure. The fourth directly maps onto our theme of transport electrification and hydrogen, while the fifth and sixth contribute towards our theme of secure, affordable, low-carbon consumption. The last two, on public sector leadership in the LEE area, define our approach. The creation of this strategy and its follow through, will be our way of leading in pursuing the clean growth agenda.

3.11 Our Local Energy Strategy is therefore very strongly aligned with the economic and emissions reductions aims and methods of both the Industrial Strategy and the Clean Growth Strategy.

3.12 As well as national level strategies, this strategy also supports the aims of the existing Strategic Economic Plans (SEPs) and Economic Strategies of the three LEPs and the future development of local industrial strategies in the year ahead. It also dovetails with local plans and the non-statutory spatial plan being developed by the Cambridgeshire and Peterborough Combined Authority.

Energy Networks: Challenges and Opportunities

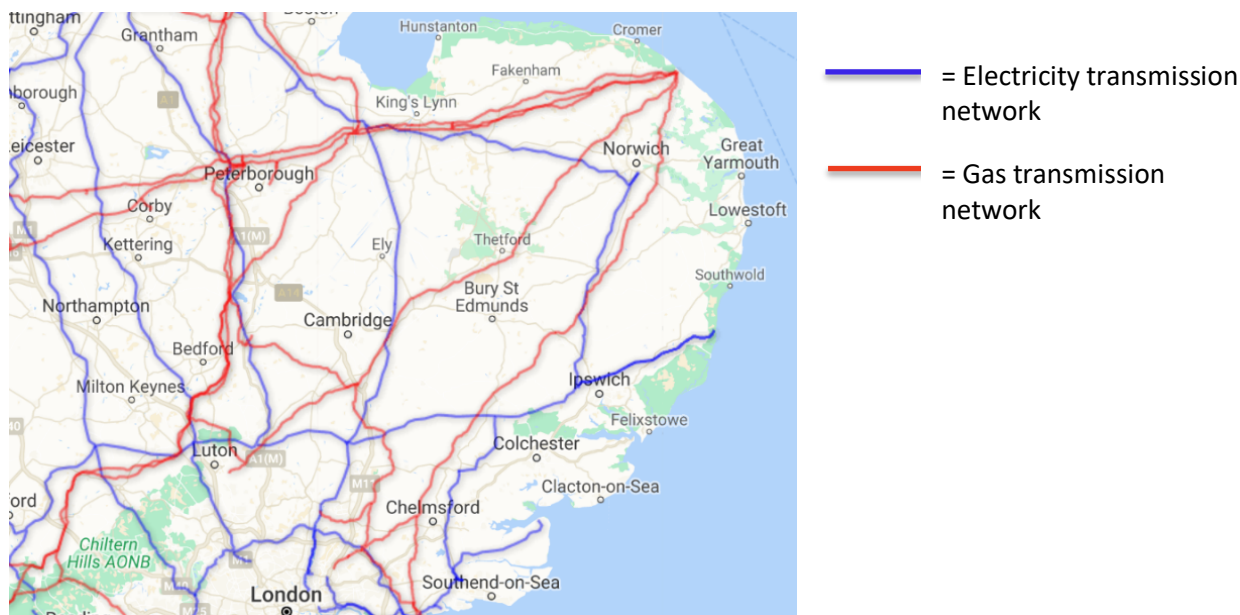
Regional Energy Networks position

3.13 The energy sector plays an important role in our economy. The East of England Energy Group (EEEGR) has estimated that 7,700 people are employed in the energy sector across the East of

England generating gross value added (GVA) of nearly £1bn. The sector is also one of the LEE area's most productive, with GVA per job of £129,000.

- 3.14 Figure 2 sets out the key electricity and gas transmission networks in our region. UK Power Networks (UKPN) are the DNO (Distribution Network Operator) for the Eastern Power Network (EPN) Region. The role of DNO is to take the energy from the **transmission network** (the network operated by the National Grid which receives energy from power stations operated by Utility companies) and distribute it (via the **distribution network**) to homes, offices and retail premises. This is done via substations, which 'step down' the voltage of the power being transmitted.

Figure 2. Electricity and gas transmission networks in our region



Source: Energy data-mapping portal.

Energy challenges to accommodate

- 3.15 Peak demand for electricity nationally is expected to increase from 60GW currently to 85GW in 2050. Current peak demand in the LEE area is 6.4GW. If our area sees similar increases to those projected nationally this would imply energy demand of approximately 9.1GW by 2050. Emerging challenges flagged by UKPN in its Long Term Development Statement for the Eastern Power Networks (EPN) region (which covers our area and beyond into Essex, Bedford, Buckinghamshire, and North London) include the loss of night-time electrical load from the increasing penetration of gas heating systems (though this may change due to the anticipated electrification of heat) increasing summer load from air conditioning and cooling equipment and the growth in demand from electric vehicle (EV) charging.
- 3.16 A need for increased efficiency of electricity usage is driving an increase in 'flexibility services' whereby electricity supply becomes more responsive to local demand. Therefore, the responsibility is changing from one of overseeing the local distribution to one of managing an intelligent, multi-input, local energy system. This means much closer matching of supply and demand will take place locally independent of the transmission network.
- 3.17 The long-term plan set out by the government is to transform DNOs into DSOs (Distribution System Operators) by 2030. This will reflect the changing nature of energy distribution driven by decentralised energy policy and more local businesses, communities and individuals becoming

‘prosumers’ – both producers and consumers of electricity. There is evidence of this change already taking place as the market share of smaller suppliers grows and the dominance of larger ones diminishes.

3.18 Nonetheless, there are currently some significant bottlenecks in connecting new electricity generation and demands onto the distribution network in parts of the LEE area. Section 5 sets out how these are currently constraining some of our biggest residential and commercial sites. Without further intervention, sustainable growth will be curtailed which could impact on the ambition of our growing economy.

3.19 Cadent are the gas distributor for the region. The National Grid has produced projections which suggest that gas demand will fall significantly over the coming decade as it becomes more expensive and more environmentally-friendly means of heating become available. However, there is a lot of legacy infrastructure for gas, from the distribution network through to individual homes and commercial premises, which means that there are reasons to doubt whether gas demand will drop off as quickly as currently envisaged by some projections. The speed of this transition will depend on movement towards a decentralised energy system where people may be able to subsidise the cost of their electric heating by generating their own energy (see point 3.14).

The clean energy opportunity

3.20 The UK is one of the leading countries in the world in the field of clean energy. The UK has the largest installed capacity of offshore wind. Across the UK as a whole, the use of solar energy is increasing. Solar generation capacity in the UK increased from less than 1 MW in 2010 to 12.3 GW in 2017, equivalent to ten Sizewell B nuclear power stations.

3.21 The East of England is one of the leading areas of the UK in the generation of renewable energy. Figure 3 below, shows that the East of England is in the top three leading regions for installed capacity, electricity generated and the number of renewable energy sites.

Figure 3. Renewable energy generation, leading regions in England 2016

Rank	Number of sites		Installed capacity MWe		Generation GWh all sources	
1	South West	113,166	Yorkshire & Humber	3,880.6	Yorkshire & Humber	19,315.3
2	South East	102,369	East of England	3,743.8	East of England	8,156.9
3	East of England	97,258	South East	3,536.7	South East	7,450.2

Source: Department of Business, Energy and Industrial Strategy.

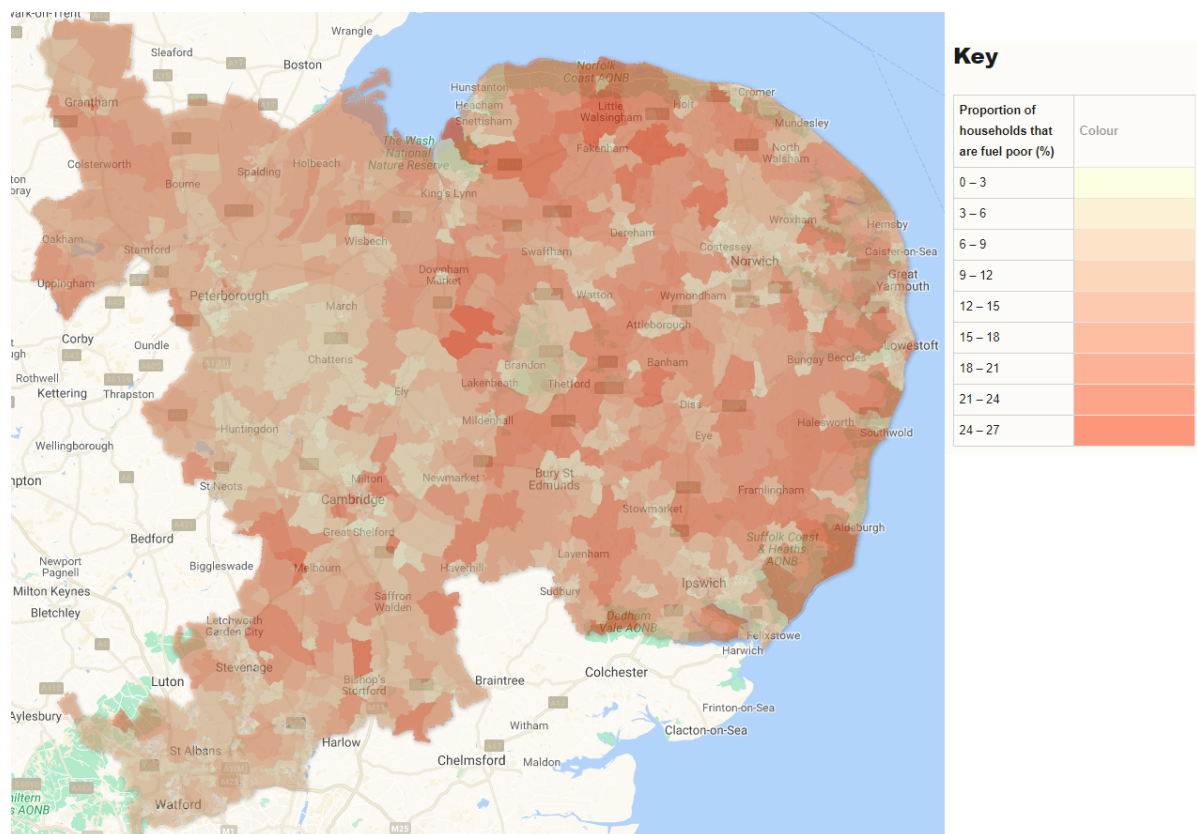
3.22 Offshore wind along the coast is a particular strength, where there are already three large windfarms and planned development of at least another ten. E.On, Statoil and SSE operate existing windfarms with new wind farms being developed by companies such as Scottish Power and Vattenfall. There will be large increases in energy generation in the LEE area as multiple offshore wind power developments come online.

- 3.23 Alongside the strength in renewables, the proposed development of Sizewell C nuclear power station is expected to create 25,000 jobs and further opportunities in the decommissioning of existing nuclear power facilities (as well as offshore installations).
- 3.24 As well as the clean energy opportunity, the Southern North Sea is one of the first regions to undertake large scale oil and gas rig decommissioning and there is real potential to create specialist skills (e.g. well-plugging and abandonment) which could be exported globally.

Fuel poverty

- 3.25 Fuel poverty is below the national average across the East of England. This is defined as the percentage of households with required fuel for heating costs above national average and who would be left with an income that puts them below the official poverty line were they to spend that amount on heating.

Figure 4. Fuel poverty (% of households that are fuel poor)



- 3.26 The fuel poverty average for the East of England region is 7.8% compared to a UK figure of 11.4%. However, the total average obscures the fact that in some areas fuel poverty is much higher, reaching a quarter of households in some parts of North and West Norfolk. To an extent, this is correlated with provision of gas, those areas where fewer people have access to the gas network end up paying more for oil or existing electricity-based heating systems. Across the LEE area, 12% of households have no access to the gas network.
- 3.27 Another challenge is that the East of England has higher Carbon dioxide (CO₂) emissions than the UK average. This is due in part to higher levels of energy use in transportation which is 20% more per person than the national average.
- 3.28 The current network and existing non-renewable sources of energy will remain an important part of the energy mix for some time. Nonetheless, the energy sector is undergoing extensive change. This

creates a range of economic opportunities to improve our resilience and energy affordability whilst reducing Carbon dioxide (CO₂) emissions. The next sections describe how we intend to address these challenges and opportunities.

4 Clean economic growth

- 4.1 The UK Clean Growth Strategy provides a framework for growing our economy and productivity whilst at the same time cutting Carbon dioxide (CO₂) emissions. The Government estimates that the UK low carbon economy could grow by an estimated 11 per cent per year between 2015 and 2030 – four times faster than the rest of the economy - and could deliver between £60 billion and £170 billion of export sales of goods and services by 2030.
- 4.2 Given the ambitious nature of our Strategic Economic Plans and Economic Strategies, as well as our existing strengths in the energy sector, we propose to build on our existing strengths through the following:
- Generating clean growth and innovation;
 - Building local energy skills;
 - Supporting diffusion of innovation into other sectors.

Generating clean growth and innovation

- 4.3 To ensure the sustainability of jobs and business in the energy sector and to continue to support reduced emissions, the LEE area needs to continue to invest in renewable energy and storage technologies, their development and installation. Renewable energy production has increased significantly over the past decade and a number of important projects will come online over the period to 2030. However, the LEE area needs to build on its strengths, to create jobs and new businesses locally and build a vibrant local energy economy/market.
- 4.4 Our area is recognised as a leader in this sector. For example, the New Anglia LEP area was selected by government as their Green Economy Pathfinder in 2012 to further develop its low carbon sector economy and develop local energy networks.
- 4.5 Two of the biggest energy business networks are based locally: EEEGr (the East of England Energy Group) is headquartered in Great Yarmouth and Orbis Energy (a hub for offshore wind energy businesses) is in Lowestoft. In Cambridgeshire the Future Business Centre (FBC), an innovation hub for low carbon business start-ups, builds on the strong clean tech and IT clusters and is networked closely with spin outs from the University of Cambridge and Anglia Ruskin University. The FBC is home to Cambridge Cleantech, the Low Carbon and Environmental Goods and Services (LCEGS) membership organisation for the East of England and internationally. The new Enterprise Zone for Enviro-Tech in Hertfordshire aims to provide infrastructure linking green research, science, engineering and technology enterprises and assists the growth of new businesses associated with green enterprise. Furthermore, the region's universities, including the University of Cambridge, Anglia Ruskin and the UEA, are leading centres for research and innovation.
- 4.6 Capital investment in clean energy worth £50 billion is planned for the region by 2020 including: The world's largest windfarm in development off the coast; the proposed development of Sizewell C nuclear power station creating 25,000 jobs and opportunities in the decommissioning of existing nuclear power facilities and offshore installations. The East Coast College Energy Skills & Engineering Centre, The Engineering & Innovation Centre at West Suffolk College and a graduate

energy engineering school at the University of East Anglia, will provide local people with routes to be involved and benefit as this cluster expands. The ambitious proposal to develop an Eastern Institute of Technology (EIoT) builds on these strong foundations and will assist in creating a skills pipeline for technical careers through the offer of attractive and aspirational career pathways. It is led by a very close collaboration of education organisations and employers from across the East and is an innovative solution to ensure our businesses have the highly skilled technical workforce they need for growth in the future.

- 4.7 Hertfordshire is home to the world’s largest independent renewable energy company with a project portfolio exceeding 13 Gigawatts and the expertise to develop, engineer, construct, finance and operate projects around the globe. RES (Renewable Energy Systems) is active in a range of technologies including onshore and offshore, solar, energy storage and transmission and distribution. Connecting these international players with emerging skills delivery and new business is mission critical.
- 4.8 Similarly, the Cambridge Norwich Tech Corridor growth opportunity offers potential for the growth of clean tech enterprises. The aims of this initiative are to: “support regional supply chains and technology convergence, drive up productivity and support clean growth across a range of sectors”¹
- 4.9 Despite these strengths, our energy economy also faces important challenges. Currently our coastal areas are not well served by rail or road links. This has an impact on commuting accessibility and supply chains. There are significant skills barriers that impact the ability of local people to access employment opportunities in the sector, particularly in rural and coastal regions (see below).
- 4.10 To meet these challenges and opportunities we will:
- Build on our existing centres of excellence and develop new ones that support sectoral growth. We will work with BEIS to develop a renewable energy office based in the LEE area;
 - Build on existing supply chain initiatives such as SCORE (Supply Chain Innovation for Offshore Renewable Energy) in order to promote opportunities for SMEs in the renewables sector;
 - Support sector funding through initiatives like the University of East Anglia’s Low Carbon Innovation Fund (LCIF);
 - Support networking across the sector through initiatives like Cambridge Cleantech and existing networks like Orbis Energy and EEEGr;
 - Invest in infrastructure needed to support the energy sector. This includes working with Highways England and local planning authorities to develop key transport links. For example, dualling of the A47 and A12 (already being developed via the Suffolk Energy Gateway project) to bring coastal energy centres into closer proximity with other major towns in the region.

¹ Cambridge-Norwich Tech Corridor Draft Strategy

Case Study: Energy storage at Hemsby

When it comes to innovation in the energy sector, we are a leading region of the UK. The first trial of renewable energy storage for distribution in the UK took place at Hemsby, near Great Yarmouth, starting in 2010. This explored how electricity could be stored to overcome the challenge of intermittent power production from renewable sources. It was designed to show the extent to which, when power generation exceeded demand, the energy could be stored. This trial demonstrated that energy storage is a technically viable smart solution that can operate autonomously.

Case Study: Renewable energy investment in West Suffolk

Toggam Solar farm near Lakenheath in West Suffolk is an example of how the public sector can invest in energy generation to create income to help fund essential council services and become a leader in carbon reduction.

As part of its renewable energy investment programme, Forest Heath District Council acquired the 12.4 MWp site in July 2016, at the time the largest district council-owned solar installation in the country. The purchase was made using capital in line with the council's capital programme.

Under local government finance rules, councils are not allowed to use capital to plug annual funding gaps as eventually the money will recede. Instead, councils can use the money to create a revenue stream which is invested straight back into local service delivery. Renewable energy generation gives the council a stable, long term investment return as well as making a significant contribution to the organisation's environmental commitments.

The site generates around 12,000 MWh of electricity annually bringing in £1.2 million of income. After taking into account the capital outlay, this delivers a net income of £308,000 to fund local services.

Along with its other assets, Forest Heath are able to offset around 4,900 tonnes of Carbon dioxide (CO₂) and providing enough power to run 3,500 homes. As a result, and with work to improve its own energy efficiency, Forest Heath District Council is now a carbon neutral organisation.

Creating jobs in the energy sector

- 4.11 The energy sector employs thousands of people in the region. As well as the renewables sector, the LEE area benefits from the nuclear industry at Sizewell C and potential for new gas extraction, together with long term decommissioning opportunities that create significant employment opportunities. The Building Research Establishment (BRE) is located in Hertfordshire and is a world

leading, multi-disciplinary, building science centre with a mission to improve buildings and infrastructure through research and knowledge generation.

- 4.12 It is essential that jobs growth in the future benefits our residents and our local places. In particular, many of our coastal towns have relatively high levels of deprivation and low skills. There is a disconnect between the high-quality jobs in engineering and manufacturing offered by the energy sector and the low-quality, often seasonal, employment that characterises many coastal areas.
- 4.13 Skills are a significant limitation for more people getting into the energy industry. For example, in 2015, 16.9% of Great Yarmouth residents had an NVQ Level 4 or higher, this compares with 33.3% for the East of England, and 36.8% for England. So, we will act to further link skills provision to business needs and to help local people better understand the opportunities that exist and access the skills needed.
- 4.14 The Hertfordshire Green Triangle is a green growth partnership between the Building Research Establishment, Rothamsted Research, The University of Hertfordshire, St Albans City and District Council and Oaklands College. The Hertfordshire Green Triangle presents a collaborative approach to raising the profile of green and environmental sectors within the county. Now in its third year the organisation strives to attract and retain skills and talent in this sector, assist the growth of green enterprise and provide infrastructure linking green research, science, engineering and technology enterprises.
- 4.15 The New Anglia Energy Sector Skills Strategy has identified a number of skills challenges in the existing energy economy:
- Across the sector, employers highlighted the growing importance of aligning advanced manufacturing and engineering with energy in the context of Industry 4.0², particularly on the back of the increasing use of digital and cloud-based technologies;
 - The workforce demands for the offshore wind industry are project cycle based from the planning, consultation stages through to new build, operations and maintenance. Key skills needs include project management skills linked to heavily oriented project-based work methods. The civil infrastructure investment stages require a mixture of key roles and trade-based skills from across construction and civil engineering, including digging, cabling/piping and onshore new build for power transmission;
 - Biomass installation usually requires a combination of gas accredited qualifications, combined with working within a 'wet' environment. HETAS (Heating Equipment Testing and Approval Scheme) provide a direct entry (with NVQ L2/3 pre-requisites) programme for biomass installation, with training available from its approved training centre in Sudbury, Suffolk;
 - NICEIC (National Inspection Council for Electrical Installation Contracting) approved short courses are the standard training route way for solar PV installation and maintenance, solar thermal and heat pump installation/maintenance activity. The training is delivered nationwide and there is a need for greater training opportunities in the LEE area;

² Industry 4.0 is a name for the current trend of automation and data exchange in manufacturing technologies. It includes cyber-physical systems, the Internet of things, cloud computing and cognitive computing. Industry 4.0 is commonly referred to as the fourth industrial revolution.

-
- Our area is home for large numbers of domestic renewable energy consulting businesses such as for air and ground source heating and solar installations. The workforce operating is locally sourced and is often sourced from a customer service background, up to a graduate level. There are however no specific courses available linked to the domestic energy market.
 - The nuclear industry has highlighted challenges in terms of skills supply including:
 - Control and instrument engineers;
 - Specialist safety engineers;
 - Commissioning engineers;
 - Electrical engineers;
 - Project and planning control.

Strategic leadership

4.16 The Local Energy East Strategy organisations will:

- Work with education providers and industry to mobilise industry leadership to advocate for more apprenticeships in the energy sector, particularly higher-level apprenticeships. Work with local training centres to ensure local provision of relevant skills;
- Work with schools, colleges, university and businesses to ensure that a clear pathway into the offshore energy sector is defined as the government rolls out the new T-levels. We will work to address the ‘fragility’ of skills supply;
- Develop in partnership with industry and education providers a higher technical engineering offer;
- Support ‘intra-industry’ and ‘inter-sector’ workforce transferability;
- Ensure that this agenda is reflected in the priorities of the new Skills Advisory Panels.

Case Study: SmartLIFE Construction Centres

Cambridge Regional College is home to the UK’s two leading SmartLIFE Construction Centres, used to teach the latest sustainable construction methods and renewable energy techniques.

Students learn the expertise needed for building low carbon homes and installing renewable energy systems, opening up jobs in the renewable energy and sustainable construction sectors.

Cambridgeshire Regional College also supports existing businesses looking to adapt to a low carbon economy and teach the workforce skills needed for building low carbon homes and installing renewable energy solutions. Specialist classrooms are used to teach the installation of photo-voltaic, advanced gas and solar energy systems.

Diffusion of energy innovation into other sectors

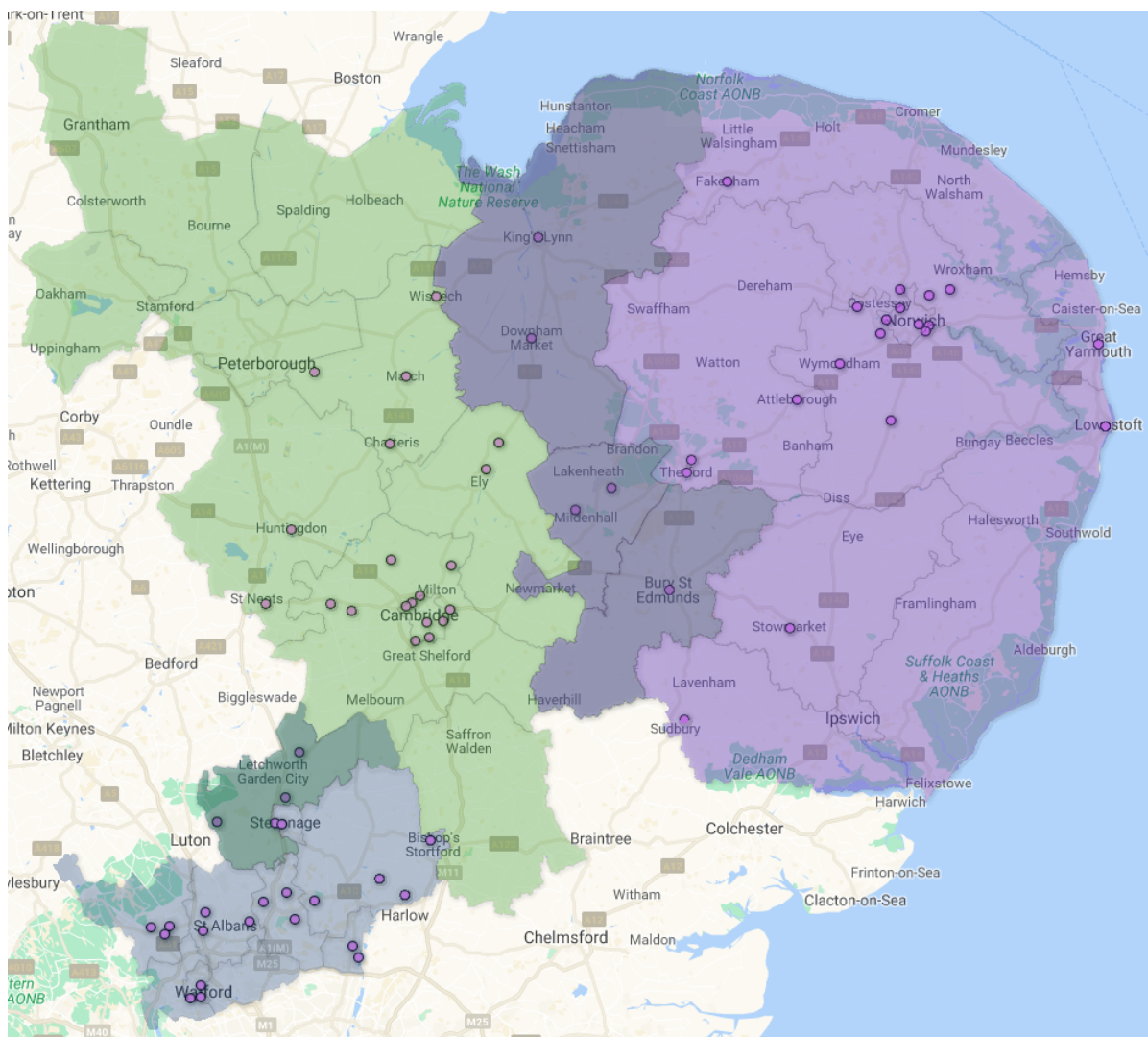
4.17 As innovation continues apace, we will examine how these benefits can be felt across other sectors. This reflects the aims of the Clean Growth Strategy. Particular areas where we will support further activity include:

- *Construction and Energy:* The design, materials and construction methods employed for domestic and office buildings has a significant impact on their energy efficiency. BRE, one of the constituent members of Hertfordshire's Green Triangle are looking into how building design can lead to better environmental outcomes. New construction methods, including off-site manufacturing, can increase productivity as well as reduce environmental / energy impact;
- *Agriculture and Energy:* AgriTech is a particular area of expertise for the East of England and a very high quantity of land is given over to agriculture. Rothamsted Research, Hertfordshire-based agricultural experts are already exploring how farming can be made environmentally friendly. We will engage farmers to trial new technologies as they develop including through our Food Enterprise Zones. We will explore the potential for agri-fuel sources that complement our AgriTech and agricultural strengths;
- *Data Science and Energy:* Data science, a speciality of the region and in particular Cambridge University, is extremely data consumptive. For this growth industry to flourish, we will need to find solutions that ensure both sufficient energy capacity and limit environmental impact;
- *Advanced Manufacturing and Energy:* Our advanced manufacturing industries, including the high-level engineering at Peterborough, comprising manufacturing in Huntingdon and TMI in Cambridge, are second to none. This industry can contribute to the development of new energy generation technology as well as transforming other products (e.g. vehicles) to become more efficient. This includes Blue Economy and Marine subsector;
- *Developing Linkages Between Regional Centres of Excellence:* Cambridge University, University of East Anglia and the Building Research Establishment work to develop the region's reputation as a centre for research, innovation and commercial development.

5 Housing growth and commercial site infrastructure

5.1 Our population is projected to grow from 3.9 million to 4.3 million by 2030. Our industries require high quality, cost-effective commercial sites to be internationally competitive. Providing an effective energy system is vital to enable housing growth and commercial land supply in our region. This section explains how we will ensure that our energy system can support our growth ambitions.

Figure 5. Major housing sites



KEY

Purple dots denote major housing developments in the planning system.

The shaded colour areas denote Local Enterprise Partnership (LEP) areas and areas shared by LEPs.

Light Purple – New Anglia LEP only.

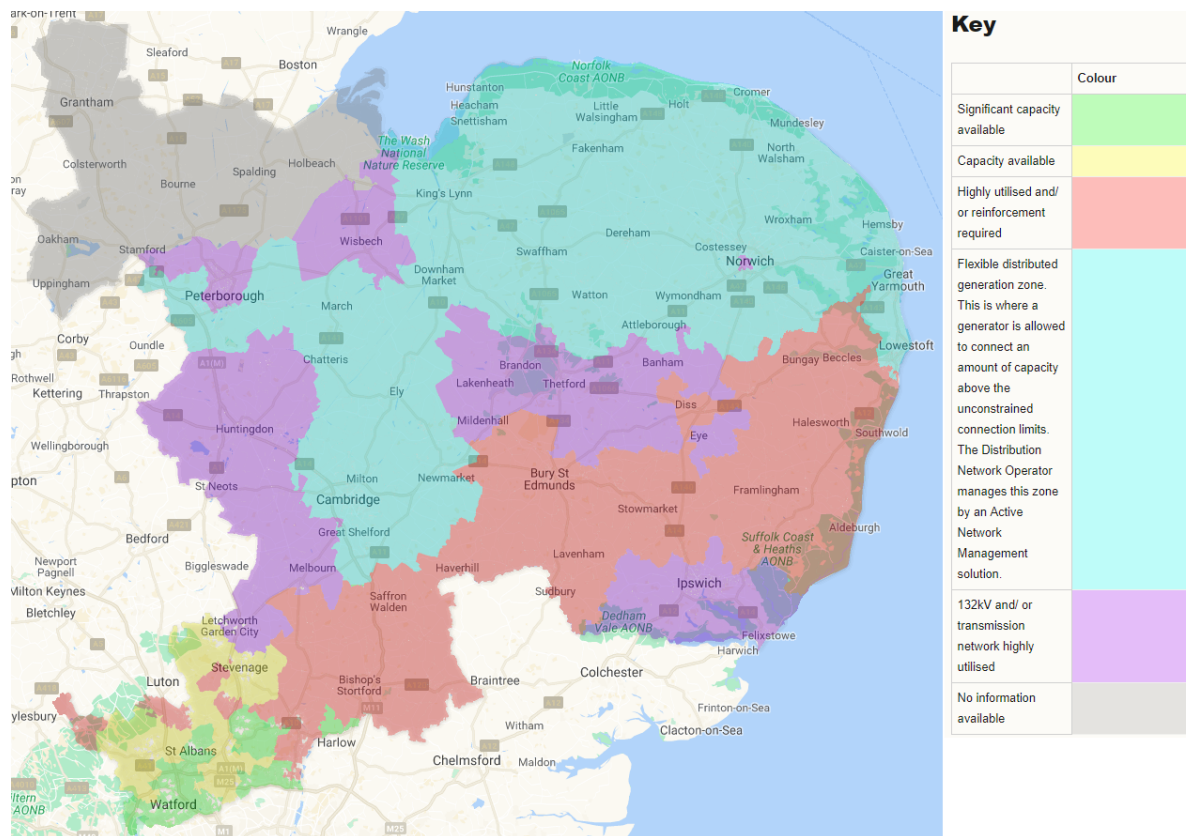
Dark Purple – New Anglia LEP, and Cambridgeshire and Peterborough LEP shared area.

Green – Cambridgeshire and Peterborough LEP area only.

Dark Green – Cambridgeshire and Peterborough LEP and Hertfordshire LEP shared area.

Light Grey – Hertfordshire LEP only.

Figure 6. Capacity availability and constraints



5.2 Specific examples of projects that are being put at risk as a result of energy infrastructure challenges include the following:

North West Cambridge and West Cambridge developments

5.3 The North West Cambridge project is the University of Cambridge’s flagship mixed-use development comprising housing, academic and commercial research space. In response to planning requirements the scheme will be an exemplar of sustainable living. However, as a result of lack of grid capacity, the University has faced some restrictions on the use of photovoltaic panels and may not be able to switch on its Combined Heat and Power unit until additional capacity within the grid can be supplied.

The Southern Cluster, Cambridge employment site

5.4 The Southern Fringe is the focus for growth in biomedical and high technology research, and includes development at Addenbrooke’s Hospital, the Cambridge Biomedical Campus and other research parks in South Cambridgeshire (e.g. Spicers, Babraham Research Institute, Granta Park and the Genome Centre) and development at Marshalls (residential development).

5.5 To support the expansion plans within the Cluster over the period up to 2027 requires an additional 89 MVA (Mega Volt Amps) against 2 MVA of spare capacity available currently at the substation serving the Southern Cluster area. Work is underway to bring forward the grid infrastructure reinforcement needed to the Fulbourn grid to increase supply capacity. This supply capacity is not guaranteed for individual organisations but available on a first come, first served basis.

5.6 It is anticipated that the upgrade of the Fulbourn Grid will take three years to design and deliver. There will still be a need to carry out additional works to link new developments to the Fulbourn

Grid, and the design of these works will only take place once applications to connect have been submitted by individual developments. All of this adds additional time, costs and risk to this strategically important development and harms the competitiveness of our region.

The Greater Norwich Partnership

- 5.7 The Greater Norwich Partnership of Broadland, Norwich City, and South Norfolk Councils, representing 400,000 residents, plans, plan to build over 30,000 new homes in the next 13 years and is implementing a network of electric vehicle charging points. Commercial growth is already limited by a lack of energy capacity at key employment sites (including Norwich Research Park, Broadland Northway and Hethel Technology Park) whilst . the existing power distribution network does not align well with areas of growth within the partnership area. There is clearly a need to map anticipated power requirements and develop a plan to ensure capacity is available. This plan needs to both integrate and balance the power requirements of each member of the partnership. It's an opportunity to base a future on innovative solutions and sustainably sourced renewable energy generated locally and to minimise overall energy requirements.

Capacity mapping of sites not deemed to be under stress

- 5.8 Some areas, such as parts of Hertfordshire, have been assessed as having sufficient grid capacity. This however doesn't necessarily mean that multi-thousand new development sites such as those in Gilston, Brookfield Farm in Broxbourne, Welwyn Garden City and Bishops Stortford will necessarily be unrestricted when connecting to the grid when they are developed. One key priority of this strategy is to not only deal with current issues but strategically understand and plan for emerging and known future grid constraints. By taking this approach, new domestic and commercial developments should not be hindered by the grid status at the time they wish to connect.

Decommissioned military bases

- 5.9 There are now many disused military bases across the LEE area, particularly old air bases. These are ideal locations for development as they do not require construction on greenfield sites and already have much of the existing infrastructure required. Local authorities are developing these in some areas, such as at Coltishall, where Norfolk County Council has set up the Scottow Enterprise Park, which contains one of the largest solar farms in the UK. The solar farm is providing rental income to Norfolk County Council.
- 5.10 However, the energy capacity requirements of new housing and commercial developments tend to exceed what was needed previously and therefore to achieve their potential extra capacity must be installed. As the case studies demonstrate, this has often proven to be a time consuming and difficult affair.
- 5.11 Allowing long periods of time to elapse before sufficient capacity can be provided at these sites is not an acceptable outcome as they provide much needed rural jobs and business locations. Jobs and businesses tailored specifically to rural areas are essential in ensuring that rural areas retain and attract young business people. This will help to address a typical migratory pattern of young people moving to urban areas and big cities. The common challenge with all sites discussed is the provision of adequate energy capacity in order to fuel the potential economic development of the site. The. The opportunity presented is to develop increased grid capacity and/or renewable-based solutions.

- 5.12 We will discuss with UK Power Networks what a ‘standard approach’ to decommissioned military base redeployment would look like, creating a framework that will allow issues to be navigated quickly. By rolling out a similar approach across sites, we will bring benefits of infrastructure scale, procurement and connectivity. In doing this we will draw upon the expertise of those involved in the negotiations around the current sites and investigate to what extent onsite generation could meet capacity shortfalls.

Case Study: Bentwaters

Bentwaters is an ex-RAF/USAF base located just to the east of Woodbridge in Suffolk. The base was closed by the MoD in 1993. It was then purchased primarily by two landowners with the intention of developing the site as a diverse business location. The site went through many years of challenging planning scenarios to develop its current diverse business basis.

Central to this development was the development of a source of renewable energy on site. Given the agricultural nature of the surrounding area, the use of anaerobic digestion was chosen and after a protracted period of feasibility and planning a plant was established.

The location has also become attractive to companies that are active in the low carbon sector such as a local energy company specialising in the provision of renewables, plus many other companies in a diverse range of sectors. Current plans for the further development of ‘Bentwaters Parks’ are ambitious and consistent with local growth plans but will require further energy capacity.

Improving collection and dissemination of information by UKPN

- 5.13 We have a strong partnership with UKPN and stakeholders have been at pains to recognise that UKPN is responsive to information requests. Nonetheless, there are fundamental challenges associated with getting information that supports our development ambitions and those of private sector developers.
- 5.14 Currently, UKPN often either lacks information about energy capacity or is only able to share the information it has with local authorities and developers on a reactive or piecemeal basis. This is partly because UKPN itself is restricted in its ability to reinforce grid connections until planning permission is agreed.
- 5.15 Without the information on energy infrastructure, planners and developers cannot be certain if the development plans are feasible. This can cause delays, cost increases, and ultimately creates excessive risk which in some instances cause developments not to proceed. Even when information is provided, it is often late on in the planning process and often only covers the site in question and not surrounding areas, which might also be affected if development goes forward.
- 5.16 As noted in the case study below, some DNOs in other parts of the country have established stronger data-gathering infrastructure and more proactive measures of information sharing.

Ultimately though, it is important to remember that DNOs are regulated entities and that national regulations must support the local planning system.

Strategic leadership

5.17 Three actions are proposed:

- We will work with UKPN to consider how best to increase available information and ensure that this is available in real time as much as possible;
- We will work with UKPN and National Grid to consider how the current regulatory system can be improved in order that necessary information is available on-demand;
- Further to the above, we will look to integrate an improved information source with our on-line energy data-mapping portal to ensure that our partners have access to this information to support growth.

Case Study: Differences of approach between UK DNOs

Different Distribution Network Operators (DNOs) around the country provide differing levels of information. Some examples of this include:

- UK Power Networks (UKPN) provide an interactive map and RAG rating for substations (not sites) and focus on the potential for connecting distributed generation;
- Western Power Distribution (WPD) have invested in deploying large numbers of sensors around the network and thereby have a better idea of what kind of headroom is available on individual substations for both demand and generation. They offer an interactive map which has a figure for headroom as well as a RAG rating for different areas;
- Northern Powergrid (NP), Scottish and Southern Electricity Power Distribution (SSEPD) and Scottish Power Energy Networks (SPEN) provide an interactive map showing details on the current performance of substations and a RAG rating for potential future connections;
- All of the above provide details for what the technical reason for any constraint is e.g. fault level or thermal;
- Electricity Northwest offer downloadable PDFs giving RAG ratings for connecting generators of 10 MW or above at 33 kV and High Voltage (HV).

These are good examples of investment and more proactive provision of information by DNOs. We will encourage this in our region and work with government to build upon this through supportive regulation.

Investing in upstream reinforcements in the grid

5.18 Where the grid is insufficient to support proposed levels of development, this can create major problems. Sites are not always adjacent to the distribution network, and DNOs are not allowed to invest in network upgrades (i.e. super-grid transformers) without an outline planning permission or

the costs of the upgrades picked up by an external funder. This is to prevent costs of stranded assets being picked up by bill payers.

- 5.19 The result is that unless developers are prepared to take the cost and risk in paying for the whole upgrade up-front (including those elements which don't directly benefit their site), development projects will stall. Whilst local government and LEPs can choose to foot the bill (and seek to recoup the costs over ten years from developers), this simply transfers risk and cost to the public sector and is often simply not practical.
- 5.20 In some areas covered by the strategy, such as Norfolk, on the one hand housing and employment growth is constrained by limited grid capacity, while on the other, nationally significant offshore energy projects are being developed to supply renewable and low carbon energy direct to the national grid. At present local communities do not directly benefit from the energy generated by these schemes, or indeed benefit from connecting to these enhanced grid connections via local energy schemes. Therefore, opportunities should be explored with relevant public and private sector partners to facilitate secondary interconnection between the Offshore Transmission Operator (OFTO) and local distribution networks as an innovative means of overcoming capacity constraints and enabling growth. In addition, opportunities should be explored for local economic benefits to be maximised from these nationally significant projects through provision of high quality jobs, supply chain opportunities, longer term jobs related to operations and maintenance and the creation of apprenticeships and training opportunities working with local schools and colleges.

Strategic leadership

- 5.21 To address the aforementioned challenges, we will do the following:
- Work with UKPN and the National Grid to consider how the current regulatory system can be improved in order that DNOs are able to provide necessary infrastructure investment up-front and make representations on this to Government;
 - Make use of national funds to address site-based infrastructure issues. In particular, we will support and lead on Housing Infrastructure Fund (HIF) bids that deliver energy infrastructure to support site development;
 - Work across the LEPs and local planning authorities to consider how a dedicated revolving fund can be used to address these and other site-based issues that prevent or slow development.

Case Study: Ebbsfleet Development Corporation

The Ebbsfleet Development Corporation (EDC) has worked with UKPN to purchase the design and build of two substations and associated cabling that will provide network capacity to support the development of Ebbsfleet Garden City, a new settlement of 15,000 homes and up to 30,000 new jobs.

Ebbsfleet Development Corporation will become owners of the energy infrastructure when it is built. This allows UKPN to charge for the grid connections and repay Ebbsfleet Development Corporation. Over time, the investment and a small profit to pay for administration will be paid

back. As the EDC is able to take a long view on financial returns, they have been able to get the infrastructure in place for new development without delay.

Whilst the development corporation model may not be suitable for the LEE area (though it may be for some sites), the ability to take a long view on investment and returns is essential to addressing the infrastructure barriers to development.

Case Studies: Achieving an increase in energy capacity

Thetford Northern Sustainable Urban Extension

A planned new development north of Thetford, to include 5,000 new homes, three new primary schools and developments of local transport systems, has required the upfront reinforcement of power supplies to progress. A bid for funding from the Housing Infrastructure Fund (HIF) has secured £9.9 million to provide this and bring a supply of potable water to the development.

Given the Government's enthusiasm for homebuilding at present, bids such as these, which show a credible ambition to develop large areas of housing, may be able to attract funding in further HIF funding rounds, particularly if they include smarter means for generating and distributing energy.

Snetterton Heath

Snetterton is a partly developed ex wartime air base situated close to the A11 on the Norwich to Cambridge Corridor. Businesses located on the site, landowners, the district council and UKPN have been engaged in years of negotiation to fully develop the site and to overcome the main obstacle to development – a lack of energy capacity.

Despite the location of a biomass energy plant on the site the energy capacity has not been provided to fully develop the business potential of the location. Protracted negotiation has been hampered by multiple land ownership issues, the need for a strategic lead body, lack of finance and a lack of strategic agreement on the sites development across the main partners. Current actions, including £2.65 million of Growth Deal funding from New Anglia LEP, lend weight to optimism that the site will now be fully developed but there are clearly lessons to be learnt from years of protracted negotiation at this site.

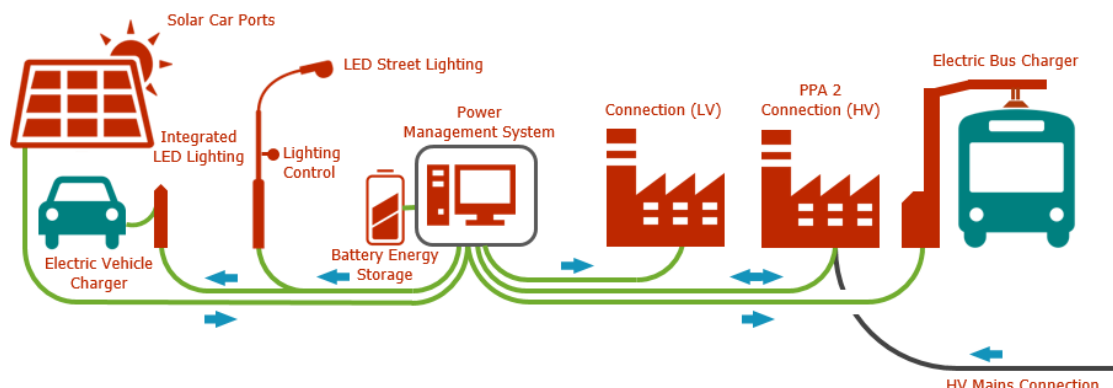
Decentralising the energy network

- 5.22 As well as seeking to make the current energy provision mechanism work as best we can, we should be seeking to take advantage of new decentralised methods of distributing energy. Not only will this enhance the sustainability and resilience of the network, it will also incentivise the development of small-scale renewable projects in the knowledge that these will have a ready market for surplus energy.
- 5.23 Large parts of Norfolk and Cambridgeshire and Peterborough are part of 'flexible distributed generation zones' in which UKPN offers Active Network Management services. These allow the connection of additional generation to the distribution grid where ordinarily this would not be

possible. This is backed by an innovative commercial arrangement wherein UKPN can require generators to curtail their output on the few days a year it would cause network issues and considerably reduces the cost and time to set up a new connection. UKPN has indicated that it will roll this practice out to the rest of its region over time which will create opportunities for further connecting in small-scale generation.

5.24 The diagram below illustrates how decentralised energy networks can operate.

Figure 7. Illustrative example of local decentralised energy network



Source: Bouygues Energies and Services, St Ives Park and Ride, Smart Energy Grid, MLEI Cambridgeshire.

5.25 These transformations apply to heat as well as power. The development of ‘heat networks’, linked into Combined Heat and Power (CHP) will allow for retention and transfer heat without its being wasted, making it possible to balance heat demands on the electricity network as heat is electrified. With take-up in heat pumps increasing there will be a higher incidence of people generating their own heat. Our energy data-mapping work has shown a number of major heat loads throughout the LEE area meaning there is a real opportunity.

Strategic leadership

5.26 In order to advance the roll-out and adoption of decentralised energy networks we will:

- Support localised pilots of decentralised energy generation and distribution. We will monitor and evaluate these to understand the long-term options for support and roll-out;
- Work with planning authorities and developers to encourage the development of smart energy grids as islands with the longer aim to connect these smart energy islands together, thus growing the energy system with smart technologies. For example, new major/strategic developments could have their own smart energy grids to balance supply and demand across a community and extend to other smart energy islands if required;
- Develop smart grid programmes within existing business and residential communities located in highly constrained areas of the power network;
- Work with local partners, including local authorities and businesses, to develop bids for funding to help produce innovative solutions to grid capacity constraints in order to unlock growth. For example, Innovate UK funding linked to the Industrial Strategy Challenge Fund and future rounds of the Housing Infrastructure Fund;

-
- Explore local peer-to-peer trading of generation and consumption capacity to reduce network imbalances, the need for re-enforcement and to retain local value;
 - Work with planning authorities and others to bring forward heat networks.

Case Studies: Smart energy in the Scilly Isles

The Smart Energy Islands project aims to enable the transition to a low-carbon, sustainable and resilient community on the Isles of Scilly. The project is led by Hitachi Europe Ltd. and supported by the European Regional Development Fund (ERDF). The Council of the Isles of Scilly, the Duchy of Cornwall and the Tresco Estate.

By implementing a set of interconnected projects, the Smart Energy Islands programme aims to cut electricity bills by 40%, meet 40% of energy demand through renewables and see electric and low-carbon cars make up 40% of vehicles. Investments include rooftop solar PV for 10% of households and two 50 kWp solar 'gardens'.

This is underpinned by an Internet of Things platform (a network connecting appliances, lighting, and local power generation, such that they can "talk to each other") that will monitor electricity loads in houses and businesses, as well as electric vehicles, home batteries, smart heating technologies and other infrastructure, to optimise local energy use.

Free support provided to businesses includes: an energy audit, an energy monitor and tablet, analysis of a firm's energy use and a training community to help businesses implement the recommendations.

This project provides an example of what can be achieved on a small community scale for homes and businesses. We will follow the results closely to learn how some of these ideas could be applied to new developments and existing communities.

6 Secure, affordable, low-carbon consumption

- 6.1 While the LEE area is incredibly energy-rich, many of the financial benefits of producing so much energy are not experienced by local communities. In particular, fuel poverty is very high in some parts, especially those that are not connected to the gas grid, as residents are forced to rely on more expensive sources, e.g. oil and electricity, for their heating.
- 6.2 This divergence between the area's energy strengths and the day-to-day experience of energy costs for our residents and businesses, requires a joined-up approach. The development of an Energy Hub for the South East will provide a locus for some of this activity, which has already been occurring through multiple initiatives and uses of government funding. We will also look at developing a dedicated vehicle for this activity in the form of a Multi-Utility Service Company (MUSCo), see Section 8.
- 6.3 To address fuel poverty, we will support a further wave of Energy Company Obligation (ECO) type measures. These measures oblige energy companies to spend a fixed proportion of profits improving the energy efficiency of customers' homes, by installing insulation, replacing inefficient boilers, etc. and are targeted in particular at lower income consumers, thereby tackling fuel poverty and reducing emissions. They have a long history under various names (e.g. the CERT, CESP, EEC and EESoP schemes)³.
- 6.4 The government has already signalled that some sort of ECO equivalent obligation will continue up to 2022. We are keen that future ECO measures are universal, to encourage wider roll-out, rather than means-tested which has historically reduced uptake. It is important that future initiatives are stable, predictable and accessible to improve their impact.

Strategic leadership

- 6.5 Therefore, to address fuel poverty the following activities could be considered by the LEE Network of organisations:
- Support further universally available ECO-type measures;
 - Bid for available Government funding that addresses fuel poverty;
 - Support improved energy efficiency measures (see below);
 - Support community scale energy schemes as part of new developments where these are commercially viable;

³ Details of these schemes can be found at: <https://www.ofgem.gov.uk/environmental-programmes/eco/overview-previous-schemes><https://www.ofgem.gov.uk/environmental-programmes/eco/overview-previous-schemes>

- Develop local time of use tariffs and feasible smart metering to allow consumers benefit from changing their consumption behaviours;
- Support more equitable tariffs for vulnerable householders on pre-payment meters;
- Develop off-gas grid low carbon heating projects in rural areas.

6.6 We also want to support communities to benefit from local renewable energy generation. We want to consider a range of actions to do this, potentially including:

- Supporting the development of new community owned schemes, which cut bills for people and gives them ownership over their local energy production. This could either be done by creating energy “clubs” (see Bethesda Case Study) or by local government owning schemes and where necessary, procuring the finance to deliver them (see Soham Solar Park case study);
- Supporting the development of local smart grids, see Section 5;
- Developing a dedicated vehicle for generating local energy in a way which benefits communities. Specifically, we will review the potential for a MUSCo, either on a site-by-site basis or on a broader basis;
- Working with our local authority partners to explore the potential for pooling energy related business rates retained at a local level and using this funding to reinvest in building efficiency and renewable energy.

6.7 We will consider where targeted pilots could help us explore these kinds of initiatives and will look to learn from other leading areas / schemes.

Case Study: Schemes guarantee benefit to local populations

Bethesda Hydroelectric Power

In Bethesda, a small village in North Wales, 100 households have joined together to create an ‘energy club’ to ensure residents benefit from their location, close to Snowdonia and the fast-flowing River Berthen. By partnering with Co-op Energy and Energy Local, residents have had smart metres installed to show them when the energy being produced by the HEP station is most abundant, meaning they can get lower prices for their energy at these times. When energy supply is lower, and more is consumed than produced, it gets sold to them at the normal rate. By reducing the distance the energy has to travel the cost is reduced, with consumers paying 7p/kWh for their energy, about half of the national average.

Soham Solar Park, Cambridgeshire

Cambridgeshire County Council was the first Local Authority in England to receive Contracts for Difference (CfD) for its solar park. Contracts for difference is a finance incentive run by Government where projects compete to deliver renewable energy based on price. The Soham Solar Park will create £1 million of revenue a year from an initial investment of £9 million and will provide an income for the council offsetting the need to make cuts.

Project	Soham Solar Park, Cambridgeshire	
Savings	<ul style="list-style-type: none"> £1 million annual gross revenue benefit per annum Total net cash flow of more than £10 million 	<ul style="list-style-type: none"> 135,170 tonnes of Carbon dioxide (CO₂) cumulative over 25 years Simple payback of 11.1 years 12,000 MWh generated per annum
Timescales	<ul style="list-style-type: none"> The build took 16 weeks and the solar farm began feeding electricity to the grid in Spring 2017 	
Statistics	<ul style="list-style-type: none"> 206 rows of solar panels across 70 acres More than 45,000 panels connected by over 430,000 metres of cabling Eight nationalities on the installation team 	

Improving energy efficiency

- 6.13 The LEE area contributes a higher level of Carbon dioxide (CO₂) emissions per capita than the national average, largely as a result of high levels of transport emissions reflecting the rural nature of many parts of our area. Reducing Carbon dioxide (CO₂) emissions can be expected to happen as a result of increasing investment in renewable energy sources (see Section 4) and the shift towards electric vehicles, see Section 7. However, further to this, there is more that we can do to invest in improving energy efficiency, in homes, commercial premises and public-sector buildings.
- 6.14 The importance of this is reflected in the ‘energy hierarchy’, a conceptual method of thinking about the most environmental approach to power. Before considering how to improve energy *supply* (through renewable energy generation), we should think of how to reduce energy *demand*, through improving the efficiency of our houses. This reduces the need for alternative methods of energy generation, though of course, these go hand in hand.
- 6.15 To do this, we will improve the skills of those with professions in the built environment, including plumbers, builders, and electricians, to ensure they have employ the most environmentally friendly approaches when constructing or altering housing.

Strategic leadership

- 6.16 The Local Energy East organisations will:
- Work with planning authority partners to review mechanisms to either ensure high levels of energy efficiency/carbon reduction as standard in new development and/or to raise money for retrofitting activities. These could include the development of a Carbon Offset Fund, similar to the approach in Milton Keynes, see the case study over leaf;
 - Work with planning authorities to develop robust planning policies targeting energy performance across all sectors of development (housing, commercial development, transportation and other infrastructure) to achieve carbon emissions reductions targets;
 - Consider a pilot programme to invest in energy efficiency that also supports our fuel poverty aims;
 - Work with sustainable transport-related action not about EVs – change the tenure model for ownership to point of use hire, e.g. car clubs, logistics sharing;

-
- Develop financial instruments to promote commercial energy efficiency – not grants but loans & energy performance contracts;
 - Develop and simplify the supply chain to make it easier for business to invest in energy efficiency facilitated by public sector buying power.

Case Study – Milton Keynes Carbon Offset Fund

Milton Keynes is a pioneering local authority, which has managed to improve energy efficiency in existing housing stock and incentivise the creation of energy efficient new housing stock. It has done this through the Carbon Offset Fund, launched in 2008, which required developers to contribute £200 per tonne of carbon expected to be emitted by the home in the first year of its usage. This goes into a fund, which has been used for replacement of boilers and support of the older population in using energy more efficiently. This has proved very successful – for example, approximately 15% to 20% of the boilers replaced in the period since the scheme was launched have benefitted from the funding.

7 Clean transport networks

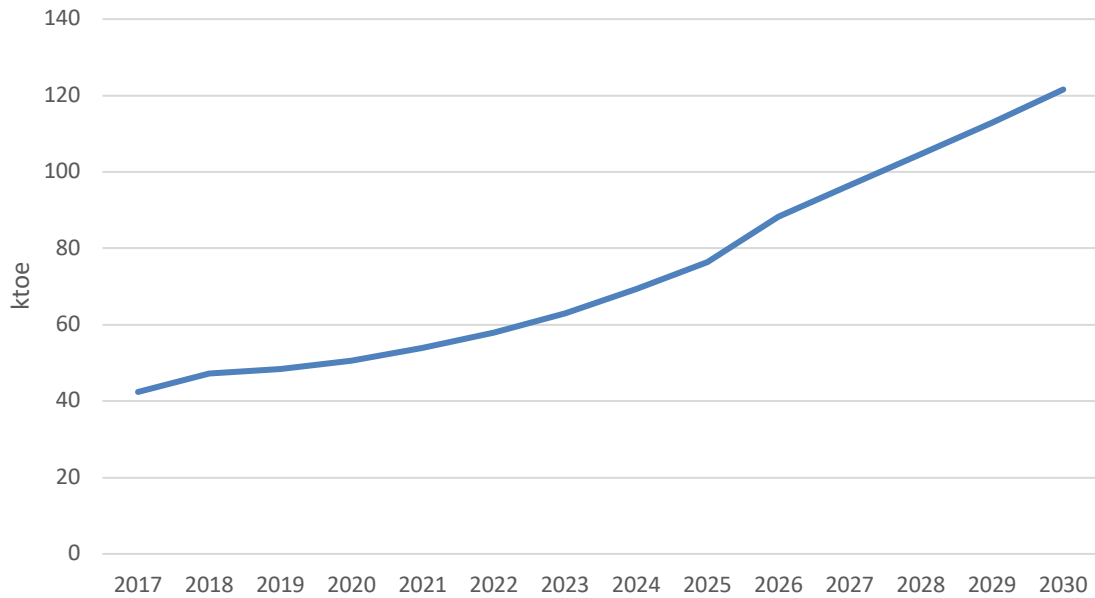
- 7.1 To achieve our environmental objectives and growth ambitions, a focus on transforming our methods of transportation is essential. The Government's policy limiting fossil fuel-based vehicles in favour of electric vehicles coupled with vehicle manufacturers' pledges to shift to EVs by as early as 2019 means significant infrastructure change to support is essential.
- 7.2 The LEE area has major ports, such as Ipswich, Great Yarmouth and Felixstowe, meaning lots of freight passes through it. The agricultural industry is transport intensive and there are major logistics hubs at Peterborough due to its location on major national transport corridors. Finally, the rural nature of much of the area necessitates travel for many residents to access essential goods and services.
- 7.3 There will be significant changes in how transport networks consume energy over the next decade. In the longer-term, it is possible that hydrogen technology will become the norm but over the next decade, it is likely that EVs will be the most widespread form of renewable transport energy in use. This section considers the implications of this and sets out how we and partners will work to take best advantage of this technological shift.

Enabling the large-scale roll-out of electric vehicles

- 7.4 Today, there are already at least 30,000 electric vehicles in the region. This is forecast to increase to between 1.2 million and 1.9 million by 2030, according to UKPN, mirroring similarly large increases across the rest of the country. At present, transport in the East of England⁴ accounts for roughly 10% of transport energy consumption in the UK, or approximately 42 ktoe (kilo-tonne oil equivalent) of electricity consumption. The graph below shows that this figure is expected to triple by 2030, reflecting the expected high uptake of electric vehicles.

⁴ Figures are not available for the Local Energy East area.

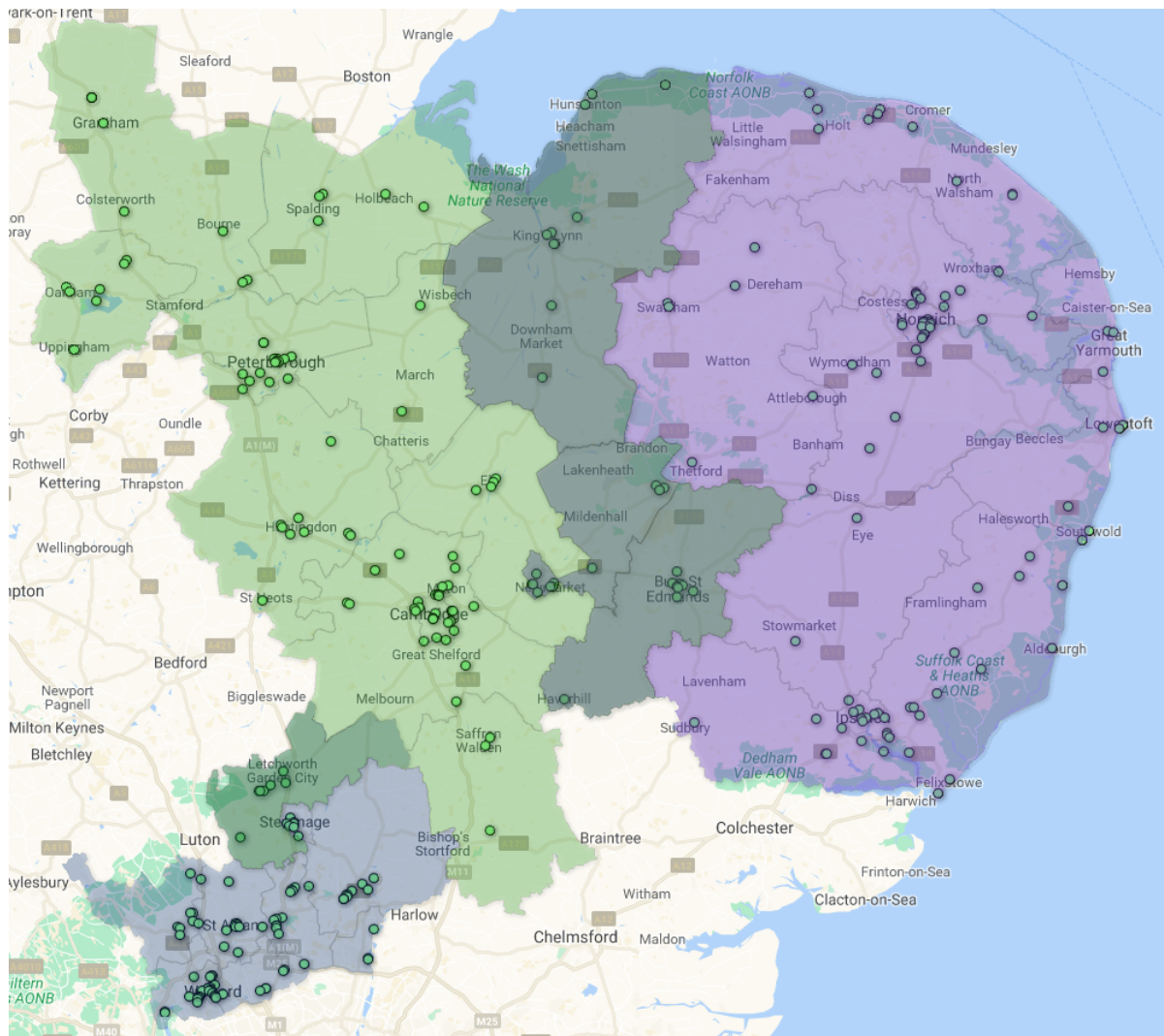
Figure 8. East of England projected electricity consumption in the transport sector



7.5 This increase in electricity demand will place strain on our energy system if planning for this change isn't developed at a pace that matches the predicted change. This is particularly true of domestic charging points but also applies to commercial chargers as well. Therefore, to prepare the LEE area for the impacts of increased EV activity we will:

- Work with UKPN and others to undertake a review of the implications of EV charging roll-out for our network, to identify any bottlenecks in the infrastructure;
- Continue to follow developments in automated vehicle technology and the surrounding legal context, to understand how these will affect spatial deployment of charging points and any technical changes that may need to be made to them.

Figure 9. EV charging point distribution at present



KEY

Green dots denote EV charging points.

The shaded colour areas denote Local Enterprise Partnership (LEP) areas and areas shared by LEPs.

Light Purple – New Anglia LEP only.

Dark Purple – New Anglia LEP, and Cambridgeshire and Peterborough LEP shared area.

Green – Cambridgeshire and Peterborough LEP area only.

Dark Green – Cambridgeshire and Peterborough LEP and Hertfordshire LEP shared area.

Light Grey – Hertfordshire LEP only.

7.6 Supporting the scale of increased demand requires a different kind of distribution network (see Section 5, above) and specific investments in the charging point infrastructure that will enable uptake. Distribution of existing petrol stations suggests that, left to the market, the allocation of rapid charging points may end up being socially suboptimal – clustering in cities and along major highways, but poorly serving rural areas.

7.7 The shift from internal combustion engine to electric motor vehicles will have a positive impact on urban air quality but it may mean that the overall impact on vehicle emissions will be muted as rural dwellers may choose not to switch to electric transport and continue to make longer journeys (to work, amenities, cultural sites, etc.) using petrol or diesel vehicles. Conversely, if we are able to

ensure EV charging provision in rural areas is strong, a lack of petrol stations in these areas will make the switch to EVs more appealing as will increased vehicle range.

Strategic leadership

7.8 Therefore, the Local Energy East organisations will:

- Work with partners to support and finance the installation of EV charging points at strategic locations, where people visit regularly and for a sufficient amount of time to charge, such as supermarkets, places of employment and town centres as well as ensuring independent Smart Energy grids can support EVs;
- Work with planning authorities to encourage the installation of charging points in new homes where feasible (and associated grid reinforcement activities) and collaborate with employers to install EV charging points in staff car parks. We will also encourage car clubs with shared electric vehicles and charging bays;
- Support the work of Highways England to install EV charging points on the strategic road network, building on local partners' existing work in this area;
- Develop a long-term investment-financial return model that facilitates early expansion of the EV charging network based on likely spatial and temporal demand;
- Support a programme of engagement and promotion of EV to stimulate the passenger and commercial fleet markets.

Introducing electricity and hydrogen power into public and freight transport

7.9 Much of the road network in the East of England is being upgraded currently or is in the pipeline to be upgraded. This includes the multiple lane and intersection improvements on the A14 between Huntingdon and Cambridge, future ambitions for the A47, A10 and potential extension of the M11. These roads, particularly the A14, are very important for heavy goods transport. Therefore, we will:

- Work with Highways England and local highways authorities to ensure these roads have capability to support rapid EV charging for larger vehicles;
- Work with local logistics businesses to understand the longer-term potential for hydrogen refuelling facilities.

7.10 Local government can directly influence the energy usage of public transport. The Park and Ride station at St Ives (see Case Study, below) is an example of a local authority delivering a UK leading renewable-based smart energy system. The Greater Cambridge Partnership and the Energy Investment Unit at Cambridgeshire County Council have been researching ideas to electrify buses across the Greater Cambridge area. A concept for a network of smart energy grids, similar to St Ives Smart Energy Grid is set to be developed around the City and along the public transport corridor to St. Ives.

7.11 More broadly, we will:

- Work with local authorities and public transport concession holders to consider opportunities for supporting electric and hydrogen-based charging systems. We will develop business cases and pilot projects, building on the success of the St. Ives case;
- Assess how electrification of transport projects can improve air quality, building on work done by Transport for London on the electrification of buses.

Case Study: St Ives Park and Ride

The Smart Energy Grid comprises a 950kW solar PV carport with integrated LED lighting, 10x electric vehicle chargers and an electric bus charger, smart street lighting, a battery energy storage system and private wire connections to local customers. This enables the generation, storage and distribution of renewable energy to the various end users, namely the electric vehicles, the site's electrical infrastructure and local customers to buy the electricity directly from the scheme. This helps build local resilience to energy cuts and keeps the energy economy local.

Changing behaviours to promote other low-carbon forms of transport

7.12 While there are many promising and innovative solutions to be pursued in moving towards a lower carbon transport system, encouraging walking and cycling in the place of driving is also important to reduce Carbon dioxide (CO₂) emissions, improve air quality, enhance public health and contribute to well-being. We will continue to support local behavioural change programmes and systems which encourage walking and cycling.

Case Study: Liftshare - Matching drivers and passengers

This innovative car sharing service was founded in 1998 and is headquartered in Norwich. Liftshare locally helps over 8,000 members – including employees in the two County Councils, West Suffolk NHS, University of East Anglia and EDF Energy – to get around the East by sharing journeys. The service is free and is available to all who live, work and travel in and around the county and matches potential drivers and passenger partners to share car journeys as little or as often as they like.

Liftshare currently provides services to almost 700 clients in the public and private sectors including some of the UK's biggest businesses. The platform has achieved impressive success with one of the most notable being its work with Jaguar Land Rover. Ten thousand staff members have registered on the platform and five thousand of these have confirmed as sharing their journeys on a daily basis.

8 Future work

- 8.1 This strategy sets out our ambitions and actions that collectively the LEPs and local authorities in the Local Energy East area wish to pursue, in partnership with UK Power Networks and with the support of BEIS, to ensure that we remain at the forefront of Clean Growth in the UK and grasp the opportunities ahead.
- 8.2 Collaboration is our key to success and will ensure that our economy grows cleanly, promising developments have the energy required to prosper, consumers can enjoy an affordable low-carbon supply and that our transport will be electrified effectively.
- 8.3 This strategy will not be delivered by one partner alone or by one strand of investment or action. Our ambition and direction is set, the next step is to make it happen. We are fortunate to have a new human and financial resource with which to support our endeavours, the Greater South East Energy Hub.

The Greater South East Energy Hub

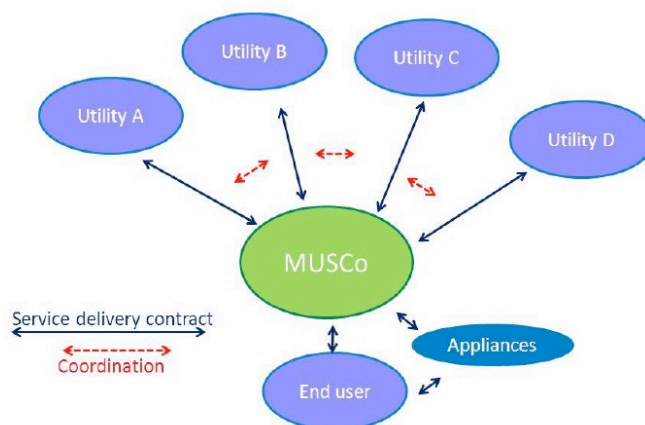
- 8.4 In the Autumn of 2017 BEIS offered LEPs the opportunity to develop five new 'Local Energy Hubs', which will support local energy projects across England. Acknowledging that Local Energy Strategies created by LEPs would need to be supported by human and financial resources in order to identify need, overcome barriers and create investment ready projects, BEIS offered funding for two years to kick start activity.
- 8.5 The East of England, Greater London, the South East and the Oxford to Cambridge Growth Corridor including Milton Keynes and parts of Northamptonshire were identified as a connected area that a Hub could support. The 11 LEPs with some of their constituent local authorities formed a partnership to respond to BEIS' offer and quickly develop a basis which to collaborate and work together for the Greater South East, the Hub area.
- 8.6 Within the Hub area there will be six new Local Energy Strategies. Two multi-LEP projects of three LEP areas and utilisation of the Greater London Authority's existing energy plans to inform the work of the new Hub. The Hub is being set up managed by the Cambridgeshire and Peterborough Combined Authority on behalf of all 11 LEP areas which includes 16 counties and London. The dedicated Hub team will seek to identify need from these strategies and deliver local energy projects that unlock sustainable economic growth whilst piloting innovative financial, technical and operational methods of delivery.
- 8.7 The Hub will optimise funding options such as green bonds and crowd funding to respond to a highly dynamic, fast growing sector which maximises potential to scale up pilot and test projects across the substantial geography of the Hub.
- 8.8 The Hub's activities are likely to include:
- Supporting those with aligned project aims;
 - Bringing forward a pipeline of projects aligned to the strategic aims and objectives;
 - Helping to identify and remove barriers to opportunities;

- Spotting opportunities and synergies across administrative geographies and sectors;
- Measuring progress against key KPIs;
- Helping to provide strategic direction to a wide range of stakeholders, delivery agents and new project proposers seeking to invest in the LEE area.

Developing delivery vehicles and funding mechanisms

- 8.9 We will carry out an assessment of possible delivery vehicles to understand what model can best take forward our ambitions. In particular we will look at the option of establishing a MUSCo, a Multi-Service Company.
- 8.10 A MUSCo is essentially a Special Purpose Vehicle created to manage one or more of the utilities at a given site or sites. This is usually delivered in conjunction with a private sector partner, de-risking the process, but enabling the development. With local authorities being an active participant, it is also has the potential to generate a financial return alongside supporting local authority concerns around low carbon development, energy security and fuel poverty. As far as local authorities are concerned this is a relatively untapped area to date, with East Hampshire District Council the only authority to create its own MUSCo called RegenCo.
- 8.11 The diagram overleaf shows the possibilities around managing a number of interconnected sites/utility services.

Figure 10. Example of MUSCo structure



- 8.12 We will also explore the potential for revolving fund mechanisms that address the challenge of forward-funding infrastructure.

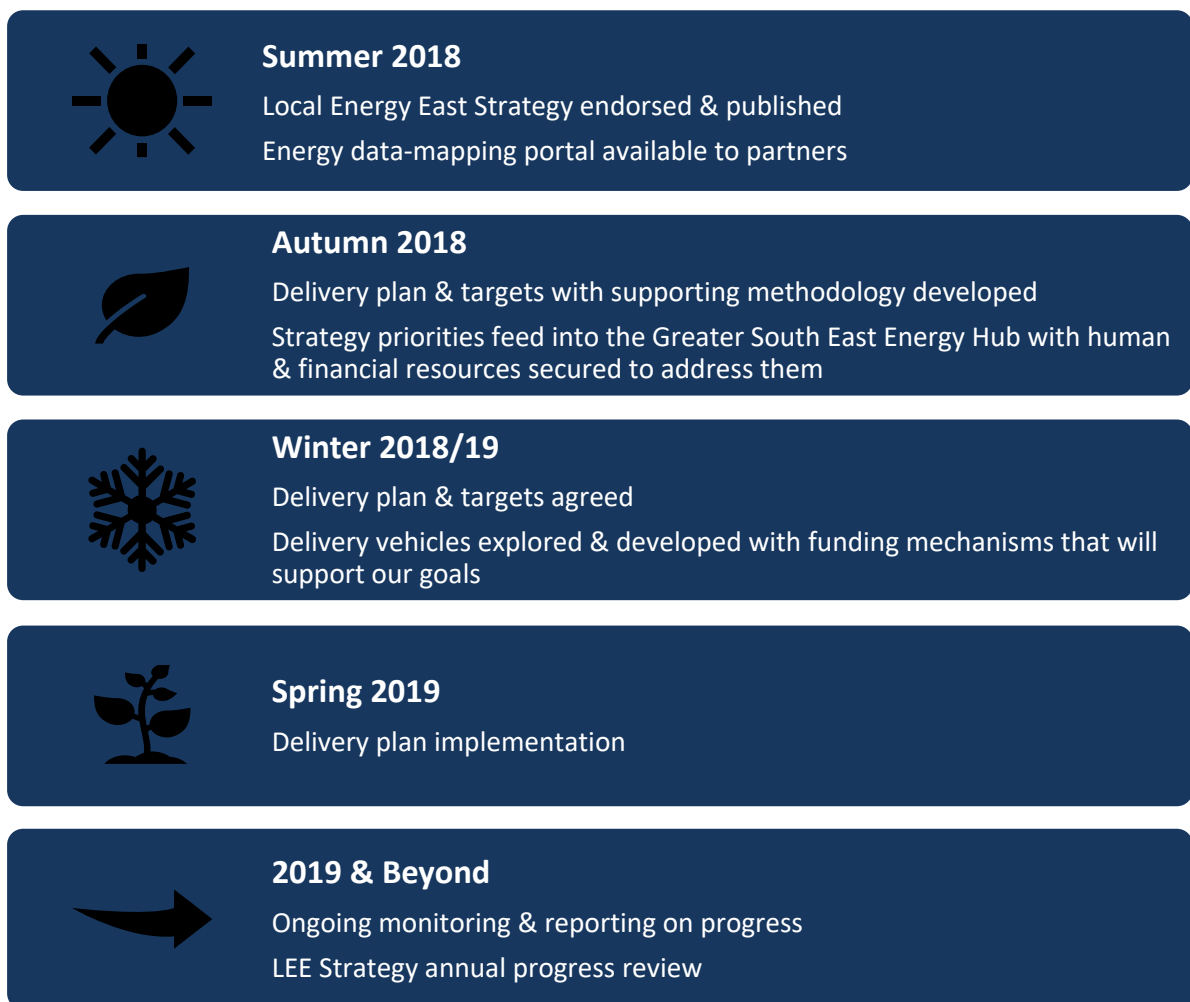
Developing energy systems to support public transport Systems

- 8.13 We will support the development of a network of smart energy grids based at transport hubs/interchanges around Cambridge and other urban centres across the LEE area which can generate renewable energy, store energy and charge EVs, buses, metros and light freight.

Housing and Commercial Developments

- 8.14 We will support demonstrator projects for the delivery of larger smart energy grids for major new developments to help build new energy system infrastructure fit for the future and that can be linked to other smart energy grids or the distribution network if required. These may include MUSCOs, serving as trials for a possible expansion of the MUSCO model.
- 8.15 We will submit bids to Innovate UK and other sources for match funding and build consortiums of businesses to help make this happen. For example, in the Southern Cluster Cambridge we will look to develop a demonstrator smart energy grid to facilitate commercial development.
- 8.16 All our ambitions and priority areas of work are summarised in the Future Plan below.

Figure 11. The Local Energy East Strategy Future Plan



9 Glossary of terms

- **CERT** – Carbon Emissions Reduction Target – Government funding scheme that expired at the end of 2012.
- **CESP** – Community Energy Saving Programme – Government funding scheme that expired at the end of 2012.
- **Clean Growth Strategy** – A document published by the UK Government, building upon the Industrial Strategy. It sets out policies to deliver Clean Growth for the UK, including setting up a Green Finance Taskforce, improving business efficiency, and investing over £1bn to make cycling and walking the natural choice for shorter journeys.
- **Decentralised Energy** – Electricity generation and storage performed by a variety of small, grid-connected devices. These may instead be directly connected to local sources of power generation, particularly renewables.
- **Distribution Network** – The network which takes power from the transmission network, and distributes it to homes, offices, and other premises.
- **DNO – Distribution Network Operator** – These companies oversee the distribution network and are responsible for upgrades to it.
- **EEC** – Energy Efficiency Commitment – Government energy efficiency programme in operation between 2005 and 2008.
- **EESoP** – Energy Efficiency Standards of Performance – Government domestic energy efficiency programme in operation between 1994 and 2002.
- **ECO** - Energy Company Obligation – Measures which oblige energy companies to spend a certain amount on improving the energy efficiency of homes. These measures are particularly targeted at individuals on lower incomes.
- **Energy Data-Mapping Portal** – A system developed by the Local Energy East (LEE) team to map key data relating to the strategy’s aims. This includes data on sites of constrained energy.
- **Energy Storage** – Technologies that store energy (energy must otherwise be used as it is produced). Storing of energy enables more balancing between the demand for energy and supply of energy, as supply can be ‘released’ to respond to demand. Battery storage stores electricity specifically using battery technology.
- **Flexible Distribution** – Distribution which balances supply and demand, using energy storage to regulate supply, and better consumer information to regulate demand.
- **Fuel Poverty** – A household is in fuel poverty if it has required fuel for heating costs above national average and who would be left with an income that puts it below the official poverty line were they to spend that amount on heating. (A previous definition stated that households were fuel poor if they spent more than 10% of their post-tax income on fuel for heating).

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- **GVA** – Gross Value Added – A measure of the value produced by the local economy.
 - **HEP Station** – Hydro Electric Power Station – used to generate energy from the natural flowing of water.
 - **HIF** - Housing Infrastructure Fund (**HIF**) – A government capital grant programme of up to £2.3 billion, which Local Authorities can apply to for funds to deliver the infrastructure needed for new housing developments.
 - **Hydrogen Fuel Cell** – Hydrogen fuel cells convert hydrogen into energy and could in future be used to power cars. There are some of these vehicles in development, but there are challenges around economic viability at present.
 - **Industrial Strategy** – A document published by the UK Government in November 2017. It outlines four ‘grand challenges’ for UK industry – Ageing, Artificial Intelligence, Clean Growth, and Mobility.
 - **MUSCo** - Multi-Utility Service Company – A company that is created to deliver and manage many utilities a given site, or sites. This is usually delivered in conjunction with a private sector partner, de-risking the process, but enabling the development.
 - **MWp** – Mega Watt peak – a unit for measuring the maximum output of power for a given power plant or system.
 - **MWh** – Mega Watt hour – a unit for measuring power over time.
 - **National Grid** – The transmission network for electricity in the United Kingdom, and the name of the company which operates it.
 - **Peer-to-Peer Trading** – When householders in a locality can trade energy between themselves, particularly if many of them are generating their own energy.
 - **Prosumers** – A conceptual notion of how people will consume and produce energy in future, being both givers to and takers from the energy network.
 - **Renewable Energy** – Energy that doesn’t deplete its source when it is generated, e.g. solar energy, which does not ‘use up’ the sun’s energy.
 - **Smart Grids** – Newer energy networks which can intelligently manage consumption to reduce peak demand when required, and effectively inform consumers of their energy costs. These grids may also receive energy from small-scale generation.
 - **Smart Meters** – Appliances which inform consumers of their energy consumption in a way which is easy to understand.
 - **Substation** – A set of equipment ‘stepping down’ the high voltage of electrical power transmission to that suitable for supply to consumers.
 - **Transmission Network** – The network which takes energy from large-scale energy generation, such as coal and gas power plants, and transfers it to substations, where its voltage can be reduced before being transferred to the distribution network.



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Joint Executive (Cabinet) Committee

Forest Heath & St Edmundsbury councils



West Suffolk
working together

Title of Report:	Data Protection Policy	
Report No:	CAB/JT/18/008	
Report to and date:	Joint Executive (Cabinet) Committee	25 June 2018
Portfolio holders:	Ruth Bowman FHDC Portfolio Holder for Future Governance Tel: 01638 510896 Email: ruth.bowman@forest- heath.gov.uk	Carol Bull SEBC Portfolio Holder for Future Governance Tel: 01953 681513 Email: carol.bull@stedsbc.gov.uk
Lead officer:	Leah Mickleborough Service Manager (Democratic Services) / Data Protection Officer Tel: 01284 757162 Email: leah.mickleborough@westsuffolk.gov.uk	
Purpose of report:	The Data Protection Policy provides the Council's overall approach as to how it processes and manages personal data. This report provides an update on the Councils' approach to managing data in response to the General Data Protection Regulations (GDPR), and seeks approval for the revised Data Protection Policy.	
Recommendation:	It is <u>RECOMMENDED</u> that the Data Protection Policy, as contained in Appendix A to Report No: CAB/JT/18/008, be approved.	
Key Decision: (Check the appropriate box and delete all those that do not apply.)	<i>Is this a Key Decision and, if so, under which definition?</i> Yes, it is a Key Decision - <input type="checkbox"/> No, it is not a Key Decision - <input checked="" type="checkbox"/>	

<i>The decisions made as a result of this report will usually be published within 48 hours and cannot be actioned until five clear working days of the publication of the decision have elapsed. This item is included on the Decisions Plan.</i>			
Consultation:		None	
Alternative option(s):		None Presented	
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)
Failure to manage personal data appropriately leads to distress to the individual, reputational damage to the council and potential sanctions / fines	Medium	The data protection policy forms part of the Council's overall approach to managing personal data in an appropriate and lawful manner	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 to Cabinets in October 2018 – GDPR : (This is the Forest Heath report – the St Edmundsbury report was identical)	
Documents attached:		Appendix A – Data Protection Policy	

1. Key issues and reasons for recommendation

- 1.1 Our residents and customers trust that in providing their data to us, we will take appropriate measures to ensure it is kept secure and used appropriately.
- 1.2 In October 2017, both Cabinets agreed a programme of work to support implementation of the General Data Protection Regulations (GDPR). Subsequently, work has been undertaken across all services (including ARP) to develop processes and procedures to support the Council's compliance with the new requirements.
- 1.3 The Data Protection Act 2018 received Royal Assent on 24 May 2018, and it is expected there will be further guidance forthcoming for Councils to assist in determining the way that data should be processed.
- 1.4 A core part of the Councils' approach is our over-riding Data Protection Policy. The proposed policy, which is attached at Appendix A, has been evolved from our former policy – reflecting that the GDPR are an evolution from the former Data Protection Act.
- 1.5 The policy is presented for Cabinet approval; demonstrating the Cabinets' commitment to the importance of good data protection practices across the organisation.

2. Approach for West Suffolk Council

- 2.1 This policy has been written jointly for West Suffolk Councils, albeit until 1 April 2019, Forest Heath and St Edmundsbury will remain as the legal data controllers. An information sharing agreement is being developed to formalise the arrangements for data sharing between Forest Heath, St Edmundsbury and West Suffolk Shadow Council.
- 2.2 Subject to approval on 25 June 2018, it is expected this policy will then be adopted alongside other aligned Council policies for the new West Suffolk Council.

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West Suffolk Councils’ Data Protection Policy

1. Executive Summary

- 1.1. This joint policy outlines the principles of the **General Data Protection Regulations 2018 (GDPR)** and identifies how both St Edmundsbury Borough Council and Forest Heath District Council (jointly referred to as West Suffolk councils throughout this policy) comply with the GDPR. It aims to give guidance on how the requirements of the GDPR apply to the work of the West Suffolk councils.
- 1.2. This policy covers all personal data that West Suffolk councils hold in either electronic or paper format, and applies throughout the life cycle of the data from the time it is created or arrives within the West Suffolk councils, to the time it is either destroyed or permanently preserved.
- 1.3. This policy applies equally to all West Suffolk councils' employees, agency staff, contractors and councillors.
- 1.4. This policy also:
 - 1.4.1. Identifies responsibilities for data protection; and
 - 1.4.2. Gives more specific guidance on the following areas:
 - 1.4.2.1. Notification to the Information Commissioner
 - 1.4.2.2. Special Categories of Data (sensitive personal data)
 - 1.4.2.3. Staff records and monitoring
 - 1.4.2.4. Use of CCTV
 - 1.4.2.5. Retention and disposal of personal data
 - 1.4.2.6. Data subject access requests
 - 1.4.2.7. Disclosure of data to third parties.
 - 1.4.2.8. Privacy notices
 - 1.4.2.9. Data breach
 - 1.4.2.10. Training and awareness
 - 1.4.2.11. Security
- 1.5. Further guidance is available on the Information Commissioner's website at the following link: [Information Commissioner's Office](#)

2. Context

- 2.1. GDPR balances the legitimate needs of organisations to store and use personal data with the rights of individuals who are the subject of this data. Basically, if an organisation collects or holds information about an identifiable natural person, or if it uses, discloses, retains or destroys that information, it is likely to be processing personal data.
- 2.2. GDPR is underpinned by a set of six straightforward, common sense principles which, if followed, will ensure

compliance with GDPR. GDPR also requires that 'the controller shall be responsible for, and be able to demonstrate compliance with the principles' – this is referred to as accountability. These principles are set out at 3.2 below.

2.3. Compliance with GDPR is monitored and enforced by the Information Commissioner's Office (ICO). The ICO has the power to impose sanctions, including fines of up to £17 million for a serious breach of one or more of the principles and where the breach is likely to cause substantial damage or distress. The ICO can also impose additional fines of up to £8.5 million for breaches of an organisation's governance procedure (accountability). This is in addition to any penalties imposed by the courts against individuals who unlawfully breach GDPR or violate Article 8 of the Human Rights Act – The Right to Privacy.

2.4. GDPR uses many terms which have a specific meaning in the context of these regulations, and therefore a glossary of these terms is included at the end of this policy.

2.5. West Suffolk councils collect and use certain types of data about people, in order to continue to provide the level of service expected by the public and to comply with the requirements of government departments. This data includes personal details about current, past and prospective staff, suppliers, West Suffolk taxpayers, benefits claimants, social housing and other tenants, residents in West Suffolk and others with whom they communicate.

2.6. As organisations which deal with personal data the West Suffolk councils will ensure they:

2.6.1. Comply with both the law and best practice

2.6.2. Respect the rights of individuals

2.6.3. Are open and honest with individuals whose data is held

2.6.4. Provide support and training for those who handle personal data, so that they can act confidentially and consistently.

3. Achieving Compliance with the General Data Protection Regulations – Principles

3.1. The main purpose of the six principles of GDPR is to protect the interests of individuals whose personal data is being processed (i.e. information or data obtained, recorded or held, or the carrying out of any operation or set of operations on the information or data). They apply to everything West Suffolk councils do with personal data, except where an exemption applies. The key to complying with GDPR is to follow the six principles relating to the processing of personal data.

3.2. Below is a summary of the six principles and the ways in which West Suffolk councils comply with them.

3.3. This first principle states that personal data shall be processed lawfully, fairly and in a transparent manner (**lawfulness, fairness and transparency**) and in particular, shall not be processed unless:

3.3.1. At least one of the conditions in Article 6 of GDPR is met; and

3.3.2. In the case of special categories of personal data (sensitive), at least one of the conditions in Article 9 of GDPR is also met.

3.4. In practice, this means that West Suffolk councils must:

3.4.1. Have legitimate grounds for collecting and using the personal data

3.4.2. Not use the data in ways that have unjustified adverse effects on the individuals concerned

3.4.3. Be transparent about how they intend to use the data, and give individuals appropriate privacy notices when collecting their personal data

3.4.4. Handle people's personal data only in ways they would reasonably expect

3.4.5. Make sure they do not do anything unlawful with the data

3.5. We do this by:

3.5.1. Abiding by the law in all activities

3.5.2. Ensuring data subjects are aware of how their data will be used at the time they provide it and not using it for any purpose incompatible with the original stated purpose

3.5.3. Ensuring the data has been provided by a person who is legally authorised, or require, to provide it

3.5.4. Ensuring that the processing of personal data meets one of the legitimising conditions listed in Article 9 of GDPR

3.5.5. Ensuring that all processing of personal data meets one of the following conditions:

3.5.5.1. The data subject gives consent for one or more specific purposes

3.5.5.2. The processing is necessary to meet contractual obligations

- entered into by the data subject
- 3.5.5.3. The processing is necessary to comply with the legal obligations of the controller
- 3.5.5.4. The processing is necessary to meet the vital interests of the data subject
- 3.5.5.5. The processing is necessary for tasks in the public interest or exercise of authority vested in the controller
- 3.5.5.6. The purposes of legitimate interests pursued by the controller
- 3.6. Further conditions are in place for special categories of personal data, see section 6 for further guidance
- 3.7. The second principle states that personal data shall be collected for specified, explicit and legitimate purposes and not further processed in a manner that is incompatible with those purposes; further processing for archiving purposes in the public interest, scientific or historical research purposes or statistical purposes shall not be considered to be incompatible with the initial purpose (**purpose of processing**)
- 3.8. In practice this means that we must:
- 3.8.1. Be clear ('explicit') from the outset about why they are collecting personal data and what they intend to do with it
- 3.8.2. Comply with Article 13 of GDPR requirements – including the duty to provide privacy notices to individuals at the point of collecting their personal data
- 3.8.3. Ensure that if West Suffolk councils wish to use or disclose the personal data for any purpose that is additional to or different from the original specified purpose, the new use is compatible with the original specified purpose
- 3.9. We do this by:
- 3.9.1. At the time data is obtained the data subject will be informed of the purpose for which the data is being collected. Purposes may be specified in a privacy notice given in accordance with Article 13 requirements
- 3.10. The third principle states that personal data shall be adequate, relevant and limited to what is necessary in relation to the purpose for which they are processed (**data minimisation**)
- 3.11. In practice this means:
- 3.11.1. Data must be the minimum necessary for fulfilling the purpose for which they are processing them

3.11.2. They do not collect information they do not need

3.11.3. The data must be adequate for need

3.12. We do this by:

3.12.1. Collecting only the minimum amount of personal data required to fulfil the processing needs, or to comply with legal requirements. Additional unnecessary data will not be collected and data will not be held on the off chance that it might be useful in the future

3.13. This fourth principle states that personal data must be accurate and where necessary, kept up to date (**accuracy**)

3.14. We do this by:

3.14.1. Taking reasonable steps to ensure the accuracy of any personal data obtained; ensure that the source of any personal data is clear; carefully consider any challenges to the accuracy of the information; consider whether it is necessary to update the information

3.15. This fifth principle states that personal data should be kept in a form which permits identification for no longer than is necessary for the purposes for which the personal data are processed (**retention**)

3.16. In practice this means we will need to:

3.16.1. Review the length of time we may lawfully keep personal data

3.16.2. Consider the legitimacy of purpose or purposes for which the council hold information in deciding whether (and for how long) to retain it

3.16.3. Securely delete information that they are not holding lawfully or legitimately

3.16.4. Update, archive or securely delete information if it goes out of date

3.17. We will do this by:

3.17.1. Only holding personal data as long as it is necessary for the lawful processing purpose for which it has been provided/obtained

3.17.2. If personal data is collected for a specific project it shall be disposed of as soon as the project comes to an end

3.17.3. Complying with our record retention guidance (available on the West Suffolk website)

3.18. The last principle states that personal data should be processed in a manner that ensures appropriate security of the

personal data (**security**)

- 3.19. In practice this means we will need to:
- 3.19.1. Ensure a level of security appropriate to the nature of the data and harm that might result from a breach of security
 - 3.19.2. Design and organise security to fit the nature of the personal data held and the harm that may result from a security breach
 - 3.19.3. Be ready to respond to any security incident swiftly and effectively
 - 3.19.4. Be sure there is the right physical and technical security, backed up by robust policies and procedures and reliable well trained staff
 - 3.19.5. Be clear about who in the organisation is responsible for organising information security
- 3.20. We will do this by ensuring we have robust technical and organisational security measures including (amongst others):
- 3.20.1. Password protection of computer systems
 - 3.20.2. Controlled access to West Suffolk council buildings
 - 3.20.3. Access rights of users appropriate to the needs of their job
 - 3.20.4. Management to ensure that performance with regard to personal data is regularly assessed and evaluated
 - 3.20.5. All staff to have a level of understanding of GDPR commensurate with their duties
 - 3.20.6. Adequate checks to ensure the suitability of all staff who have access to personal data
 - 3.20.7. Management to ensure that everyone managing and handling data is subject to appropriate line management
- 3.21. West Suffolk councils shall have in place appropriate security arrangements covering both physical and technical safeguards. See section 15 for further details.

4. Record of Processing Activities

- 4.1. The councils maintain a record of processing activities capturing much of the above, capturing: a) the condition relied upon for the processing, b) how the processing satisfies Article 6 of GDPR and c) whether the personal data is retained and erased in accordance with the Document retention Guidance

5. Roles and Responsibilities

Data Controllers

- 5.1. For the purpose of GDPR the data controllers are Forest Heath District Council and St Edmundsbury Borough Council

Senior Information Risk Officer

- 5.2. West Suffolk's Senior Information Risk Officer (SIRO) with specific responsibility for managing information risks on behalf of the Chief Executive and members of West Suffolk will be one of the Councils' Directors as designated by the Chief Executive.

Information Governance Working Group

- 5.3. The Information Governance Working Group (IGWG), chaired by the SIRO, provides an oversight of the proper and secure handling of information by the West Suffolk and supports the SIRO in his role

Data Protection Officer

- 5.4. West Suffolk councils' Data Protection Officer with specific responsibility to ensure the West Suffolk councils are compliant with the DPA is the Councils' Monitoring Officer.

Data Protection Coordinator

- 5.5. The Data Protection Coordinator will act as a link officer between services and the Data Protection Officer when there is an issue relating to data protection
- 5.5.1. Advise the Data Protection Officer if a data subject access request has been received in any service area and support the service in drawing up its response (simple and complex)
- 5.5.2. Maintain a data / privacy breach notification procedure and register, and assist the Data Protection Officer in reviewing breaches, why they arose and potential system improvements which may be required
- 5.5.3. Review the various application forms used within services to ensure they include the reasons why West Suffolk councils need to collect and store the personal information requested, and how they will use this information (privacy notices)
- 5.5.4. Determine the extent to which personal information is shared with others and whom it is shared with (internally and externally)
- 5.5.5. Conduct a regular review of the types of personal data being processed by services, reporting any changes to the Data Protection Officer and ensuring compliance is maintained
- 5.5.6. Maintain a training and awareness programme
- 5.5.7. Support services in undertaking Data Protection Impact Assessments

Assistant Directors

- 5.6. Assistant Directors have responsibility for ensuring that their service area complies with the principles of GDPR when processing personal data. This includes ensuring that all staff are aware of their responsibilities under GDPR and trained to discharge those responsibilities

Staff

- 5.7. All staff have a responsibility to ensure that they comply fully with GDPR. It is a criminal offence to knowingly or recklessly obtain or disclose personal data. They should not process any personal data unless they are sure that they are authorised to do so. Staff failing to comply with this policy could be subject to action under West Suffolk councils' disciplinary procedure.

Councillors (Members)

- 5.8. Councillors must comply with this policy when handling personal data on council business, and be aware of their responsibilities as individuals under GDPR. Although the Data Controller is liable for any mishandling of personal data, Councillors should be mindful that it can be a criminal offence for which they would be personally liable if they were to process personal data in a manner which they know that they are not authorised by the Data Controller to do. A breach of this policy by a Member is a potential breach of the Code of Conduct.

6. Notification

- 6.1. The ICO maintains a public register of data controllers. GDPR requires every data controller who is processing personal data to notify and review their notification, on an annual basis.
- 6.2. It is an offence under GDPR if the notification is not kept up-to-date, and also an offence to use personal data in a manner which has not been notified.
- 6.3. It is the responsibility of all Assistant Directors to advise the data protection coordinator of any changes to the uses of personal data within their service areas as soon as they occur so that West Suffolk councils' notification can be updated
- 6.4. West Suffolk council's notification will be reviewed annually and kept up-to-date by the Data Protection Officer
- 6.5. A copy of West Suffolk council's current notification can be viewed at the Information Commissioner's website:
www.ico.org.uk

7. Special Categories of Personal Data (Sensitive)

7.1. Extra care must be taken when processing special categories of personal data as additional requirements under GDPR must be met to ensure that the processing is legitimate and safe. At least one of the legitimising conditions described under Article 6, and also one of the legitimising conditions (Article 9) shown below, must be met.

7.2. Processing of personal data revealing racial or ethnic origin, political opinions, religious or philosophical beliefs, or trade union membership, and the processing of genetic data, biometric data for the purpose of uniquely identifying a natural person, data concerning health or data concerning a natural person's sex life or sexual orientation shall be prohibited.

7.3. Paragraph 7.2 shall not apply if one of the following applies

7.3.1. The data subject has given explicit consent

7.3.2. It is necessary to fulfil the obligations of controller and data subject

7.3.3. It is necessary to protect the vital interests of the data subject

7.3.4. Processing is carried out by a foundation or not for profit organisation

7.3.5. The personal data has been made public by the data subject

7.3.6. Establishment, exercise or defence of legal claims

7.3.7. Processing is necessary for reasons of substantial public interest

7.3.8. Processing is necessary for the purposes of preventative or occupational medicine, for the assessment of the working capacity of the employee, medical diagnosis, the provision of health or social care or treatment or the management of health or social care systems

7.3.9. Reasons of public interest in the area of public health

7.3.10. Archiving purposes in the public interest

7.4. The advice of the Data Protection Officer or their duly authorised deputy should be sought before the processing or collection of sensitive personal data for any new purpose commences.

8. Staff Records and the Monitoring of Staff

8.1. West Suffolk councils should comply with the ICO's '*Employment Practices Code*' in relation to the processing of staff personal data. This Code is intended to help employers comply with the DPA and to encourage them to adopt good practice. The Code aims to strike a balance between the legitimate expectations of staff that personal data about them will be handled properly and the legitimate interests of employers in deciding how best, within the law, to run their own organisations carrying out their legitimate business.

8.2. In particular, staff monitoring should only be carried out in accordance with this Code. A copy of the Code is available on the ICO website at the following link: [Employment Practices Code](#)

9. CCTV Monitoring

9.1. CCTV monitoring must only be carried out in accordance with the ICO's '*CCTV Code of Practice*'. A copy of this Code is available on the ICO website at the following link: [CCTV Code of Practice](#)

10. Retention and Disposal of Personal Data

10.1. It is the responsibility of the service areas holding personal data to ensure that the data they hold is kept accurate and up-to-date, and is not held for any longer than is necessary for the purpose for which it was collected.

10.2. When the data is no longer required the service area must dispose of the data safely. Guidance on retention periods for classes of data is set out in the West Suffolk councils' record management guidance which is available on the West Suffolk website

11. Data Subject Access Requests (DSARs)

11.1. It is one of the fundamental rights of the individual under GDPR to be able to access their information. Individuals will have the right to obtain:

11.1.1. Confirmation that their data is being processed

11.1.2. Access to their personal data

11.1.3. Other supplementary information – this largely corresponds to the information that should be provided in a privacy notice

It is in the interests of the West Suffolk councils to have an open and honest approach with all individuals on which they hold data.

11.2. GDPR sets out guidance and a time limit within which a DSAR must be answered.

11.3. Any individual requesting access to their personal data is asked to complete a request in writing which must be referred to the Data Protection Officer. This gives clarity around the date the request was made and therefore the deadline date and also encourages the individual to think clearly about the data they require. Guidance regarding DSARs is available on West Suffolk councils' website at: [How we use information](#) which includes access to a DSAR application form which may be printed off and completed.

11.4. The individual making the request must produce a document such as a passport or driving licence to confirm his identity.

- 11.5. West Suffolk councils will approach all requests for data in an open and honest way and seek to ensure that the individual gets all the data they require as long as this is permissible within the law.
- 11.6. There will be some requests where it will not be possible or appropriate to release personal data, for example, when doing so would involve releasing personal data about another individual, or if the data relates to ongoing criminal investigations. Any concerns about releasing data should be discussed with the Data Protection Officer or their duly authorised deputy prior to release of the information.
- 11.7. More information on the procedure for recognising and responding to a DSAR can be found on the K:drive/Data Protection

12. The Right to be informed and Privacy Notices

- 12.1. The right to be informed encompasses the councils' obligation to provide fair processing information, typically through a privacy notice. It emphasises the need for transparency over how the councils' use personal data.
- 12.2. The information supplied in the privacy notice is determined by whether or not the personal data was obtained directly or indirectly from the individual.
- 12.3. The information the councils' supply about the processing of personal data must be:
- 12.3.1. Concise, transparent and easily accessible
 - 12.3.2. Written in clear and plain language, particularly if addressed to a child
 - 12.3.3. Free of charge
- 12.4. Further guidance on how to comply with 'the right to be informed' is provided in the: [ICO privacy notice code of practice](#)

13. Sharing Personal Data

- 13.1.1. Where requests are received from external organisations or third parties for personal data about individuals, advice should be sought from the Data Protection Officer or their duly authorised deputy unless there is an up-to-date information-sharing/data exchange agreement in place with that organisation or third party. **Under no circumstances** should any personal data about any individual be passed outside West Suffolk councils without the authority of the Data Protection Officer or their duly authorised deputy unless an approved data sharing agreement is in place. Where an officer considers information about a child or young person must be disclosed to a third party under the safeguarding provisions they must do so in accordance with West Suffolk councils'

Safeguarding Children and Young People Policy – a copy can be found by clicking the link: [Safeguarding](#)

13.2. Agencies which request data on a regular basis such as the police or banks will have easy access to appropriate paperwork and guidance for use in these circumstances.

13.3. It should be noted that whilst staff understandably will wish to assist external agencies wherever possible especially if the request relates to criminal activity (for example the police or banks), West Suffolk councils are under no obligation to release personal data unless the request is made by a court order.

13.4. Personal data should generally only be made public if there is a legal or statutory requirement to do so. On occasions it may be appropriate to publish personal data with the individual's consent. However, in such cases staff must ensure consent is 'freely given, specific, informed and unambiguous indication of the data subject's wishes by which he or she, by a statement or by a clear affirmative action, signifies agreement to the processing of personal data relating to him or her'. Staff must also be aware that it is possible to withdraw consent at any time and, if that happens, publication of the data must cease immediately.

13.5. Staff should be aware that publishing personal data on West Suffolk councils' web pages or on the internet by any other means effectively means that the data is published world-wide and outside the European Economic Area. This means it cannot be protected by GDPR or the European Directive on Personal Privacy. Great care should be taken before publishing any personal data (or any data from which individuals could be identified) in this manner and the approval of West Suffolk councils' Data Protection Officer and Senior Information Risk Owner or their deputies should be obtained before publication.

14. What to do in the Event of a Data Breach

14.1. The ICO defines a data breach as a 'breach of security leading to the accidental or unlawful destruction, loss, alteration, unauthorised disclosure of, or access to, personal data transmitted, stored or otherwise processed in connection with the provisions of a public electronic communications service'.

14.2. A personal data breach includes but is not restricted to the following:

14.2.1. The accidental alteration or deletion of personal data

14.2.2. The transfer of personal data to those who are not entitled to receive it

14.2.3. Unauthorised access to personal data

14.2.4. Use of personal data for purposes for which it has not been collected and which go beyond those uses that the data subject could not have reasonably contemplated

14.2.5. Theft of storage devices

14.3. If a member of staff becomes aware of a data breach their first action should be to inform their line manager, who will then ensure that the breach is reported to the Data Protection Officer or their duly authorised deputy.

14.4. The Data Protection Officer or their duly authorised deputy will then decide on the most appropriate steps to take depending on the nature and quantity of data released. An investigation will be carried out into all data breaches.

14.5. The ICO will be informed of all serious data breaches where significant harm to an individual(s) is likely or a large number of individuals are affected.

15. Training and Awareness

15.1. In order to fully comply with GDPR it is important that all staff who have access to any personal data have an awareness of the regulations.

15.2. Training is a crucial element of staff awareness. West Suffolk councils' staff must be aware of their obligations relating to personal data as part their duties.

15.3. Training may be achieved in a number of ways:

15.3.1. all staff to be made aware of this Data Protection Policy;

15.3.2. e- learning tools; and

15.3.3. in-house training provided by the Data Protection Officer or their duly authorised deputy.

15.4. For some posts additional training and guidance is required. Those posts will identified through their work and any additional training and guidance will need to be discussed with the line manager in the first instance.

16. Keeping Information Secure

16.1. The Sixth Principle of GDPR requires organisations to take appropriate technical and organisational measures to keep data secure. The security of data held by West Suffolk councils is a relatively complex area and more information on the technical

details of information security can be found in the West Suffolk Information Security Policy: [Information Security Policy](#)

16.2. However, security of data goes beyond the use of computer equipment. Data will inevitably be stored or processed in hard copy forms at some time and access to this must be restricted to only those authorised to view it. As a general guide hard paper copies should not be left in the open in offices but should be kept locked away when not in use, in the same way as computer terminals should not be left unlocked and unattended.

16.3. It is important to remember that individuals should only be able to access data which they need to do their job. Personal data should not be left unattended and freely available to anyone in the office.

Working from home

16.4. When working from home, officers must ensure they only use their encrypted laptops to access personal data electronically. Paper files which include personal information must be kept in secure cases (lockable) at all times when not in use.

16.5. UNDER NO CIRCUMSTANCES should hard copy files be left unattended.

17. Administration

17.1. The Data Protection Officer has overall responsibility for the maintenance and operation of this policy, and will be pleased to answer any questions about it.

17.2. Responsibility for monitoring adherence to this policy belongs with the Information Governance Working Group.

17.3. This policy will be reviewed at least every two years to confirm it reflects best practice and to ensure it complies with any legislative changes or amendments. Any significant and necessary changes will be made by the Senior Information Risk Officer and the Data Protection Officer.

GDPR Glossary of Terms

For the purposes of this Regulation:

1. 'personal data' means any information relating to an identified or identifiable natural person ('data subject'); an identifiable natural person is one who can be identified, directly or indirectly, in particular by reference to an identifier such as a name, an identification number, location data, an online identifier or to one or more factors specific to the physical, physiological, genetic, mental, economic, cultural or social identity of that natural person;

2. 'processing' means any operation or set of operations which is performed on personal data or on sets of personal data, whether or not by automated means, such as collection, recording, organisation, structuring, storage, adaptation or alteration, retrieval, consultation, use, disclosure by transmission, dissemination or otherwise making available, alignment or combination, restriction, erasure or destruction;
3. 'restriction of processing' means the marking of stored personal data with the aim of limiting their processing in the future;
4. 'profiling' means any form of automated processing of personal data consisting of the use of personal data to evaluate certain personal aspects relating to a natural person, in particular to analyse or predict aspects concerning that natural person's performance at work, economic situation, health, personal preferences, interests, reliability, behaviour, location or movements;
5. 'pseudonymisation' means the processing of personal data in such a manner that the personal data can no longer be attributed to a specific data subject without the use of additional information, provided that such additional information is kept separately and is subject to technical and organisational measures to ensure that the personal data are not attributed to an identified or identifiable natural person;
6. 'filing system' means any structured set of personal data which are accessible according to specific criteria, whether centralised, decentralised or dispersed on a functional or geographical basis;
7. 'controller' means the natural or legal person, public authority, agency or other body which, alone or jointly with others, determines the purposes and means of the processing of personal data; where the purposes and means of such processing are determined by Union or Member State law, the controller or the specific criteria for its nomination may be provided for by Union or Member State law;
8. 'processor' means a natural or legal person, public authority, agency or other body which processes personal data on behalf of the controller;
9. 'recipient' means a natural or legal person, public authority, agency or another body, to which the personal data are disclosed, whether a third party or not. However, public authorities which may receive personal data in the framework of a particular inquiry in accordance with Union or Member State law shall not be regarded as recipients; the processing of those data by those public authorities shall be in compliance with the applicable data protection rules according to the purposes of the processing;
10. 'third party' means a natural or legal person, public authority, agency or body other than the data subject, controller, processor and persons who, under the direct authority of the controller or processor, are authorised to process personal data;
11. 'consent' of the data subject means any freely given, specific, informed and unambiguous indication of the data subject's wishes by which he or she, by a statement or by a clear affirmative action, signifies agreement to the processing of personal data relating to him or her;
12. 'personal data breach' means a breach of security leading to the accidental or

- unlawful destruction, loss, alteration, unauthorised disclosure of, or access to, personal data transmitted, stored or otherwise processed;
13. 'genetic data' means personal data relating to the inherited or acquired genetic characteristics of a natural person which give unique information about the physiology or the health of that natural person and which result, in particular, from an analysis of a biological sample from the natural person in question;
 14. 'biometric data' means personal data resulting from specific technical processing relating to the physical, physiological or behavioural characteristics of a natural person, which allow or confirm the unique identification of that natural person, such as facial images or dactyloscopic data;
 15. 'data concerning health' means personal data related to the physical or mental health of a natural person, including the provision of health care services, which reveal information about his or her health status;
 16. 'main establishment' means:
 - 16.1. as regards a controller with establishments in more than one Member State, the place of its central administration in the Union, unless the decisions on the purposes and means of the processing of personal data are taken in another establishment of the controller in the Union and the latter establishment has the power to have such decisions implemented, in which case the establishment having taken such decisions is to be considered to be the main establishment;
 - 16.2. as regards a processor with establishments in more than one Member State, the place of its central administration in the Union, or, if the processor has no central administration in the Union, the establishment of the processor in the Union where the main processing activities in the context of the activities of an establishment of the processor take place to the extent that the processor is subject to specific obligations under this Regulation;
 17. 'representative' means a natural or legal person established in the Union who, designated by the controller or processor in writing pursuant to [Article 27](#), represents the controller or processor with regard to their respective obligations under this Regulation;
 18. 'enterprise' means a natural or legal person engaged in an economic activity, irrespective of its legal form, including partnerships or associations regularly engaged in an economic activity;
 19. 'group of undertakings' means a controlling undertaking and its controlled undertakings;
 20. 'binding corporate rules' means personal data protection policies which are adhered to by a controller or processor established on the territory of a Member State for transfers or a set of transfers of personal data to a controller or processor in one or more third countries within a group of undertakings, or group of enterprises engaged in a joint economic activity;
 21. 'supervisory authority' means an independent public authority which is established by a Member State pursuant to [Article 51](#);

22. 'supervisory authority concerned' means a supervisory authority which is concerned by the processing of personal data because:
- 22.1. the controller or processor is established on the territory of the Member State of that supervisory authority;
 - 22.2. data subjects residing in the Member State of that supervisory authority are substantially affected or likely to be substantially affected by the processing; or
 - 22.3. a complaint has been lodged with that supervisory authority;
23. 'cross-border processing' means either:
- 23.1. processing of personal data which takes place in the context of the activities of establishments in more than one Member State of a controller or processor in the Union where the controller or processor is established in more than one Member State; or
 - 23.2. processing of personal data which takes place in the context of the activities of a single establishment of a controller or processor in the Union but which substantially affects or is likely to substantially affect data subjects in more than one Member State.
24. 'relevant and reasoned objection' means an objection to a draft decision as to whether there is an infringement of this Regulation, or whether envisaged action in relation to the controller or processor complies with this Regulation, which clearly demonstrates the significance of the risks posed by the draft decision as regards the fundamental rights and freedoms of data subjects and, where applicable, the free flow of personal data within the Union;
25. 'information society service' means a service as defined in point (b) of Article 1(1) of [Directive \(EU\) 2015/1535](#) of the European Parliament and of the Council ⁽¹⁾;
26. 'international organisation' means an organisation and its subordinate bodies governed by public international law, or any other body which is set up by, or on the basis of, an agreement between two or more countries.

Joint Executive (Cabinet) Committee



Title of Report:	The Apex Forward Plan	
Report No:	CAB/JT/18/009	
Report to and date:	Joint Executive (Cabinet) Committee	25 June 2018
Portfolio holder:	Joanna Rayner SEBC Portfolio Holder for Leisure and Culture Tel: 07872456836 Email: joanna.rayner@stedsbc.gov.uk	
Lead officers:	Mark Walsh Assistant Director (Operations) Tel: 01284 757300 Email: mark.walsh@westsuffolk.gov.uk	
	Damien Parker Service Manager (Leisure and Cultural Services) Tel: 01284 757300 Email: damien.parker@westsuffolk.gov.uk	
Purpose of report:	The purpose of this report is twofold: <ol style="list-style-type: none"> (1) To seek Cabinet approval to adopt The Apex Forward Plan which has previously been considered by members of the former Apex Performance Panel; and (2) Set out a method by which the future performance of the venue will be monitored post the adoption of The Apex Forward Plan and cessation of The Apex Performance Panel. 	

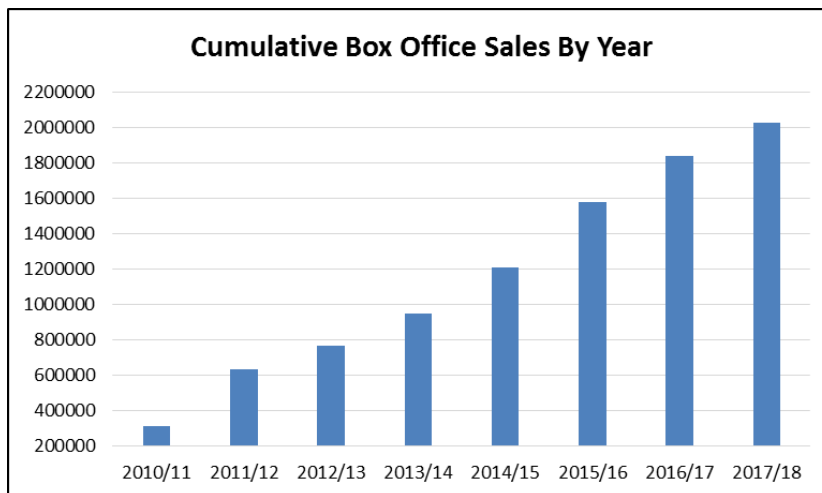
Recommendation:	It is <u>RECOMMENDED</u> that:		
	<p>(1) The Apex Forward Plan, as contained in Appendix A to Report No: CAB/JT/18/009, be approved; and</p> <p>(2) the monitoring arrangements, as set out in Section 2 of Report No: CAB/JT/18/009, be approved.</p>		
Key Decision: <i>(Check the appropriate box and delete all those that do not apply.)</i>	<p><i>Is this a Key Decision and, if so, under which definition?</i></p> <p>Yes, it is a Key Decision - <input type="checkbox"/></p> <p>No, it is not a Key Decision - <input checked="" type="checkbox"/></p>		
<p><i>The decisions made as a result of this report will usually be published within 48 hours and cannot be actioned until five clear working days of the publication of the decision have elapsed. This item is included on the Decisions Plan.</i></p>			
Consultation:	<ul style="list-style-type: none"> The report was considered at The Apex Performance Panel meeting on 11 April 2018. 		
Alternative option(s):	<ul style="list-style-type: none"> Not adopt the plan or recommend amendments. 		
Implications:			
Are there any financial implications? <i>If yes, please give details</i>	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	The report sets out the aims to further reduce the overall cost to the Council of the Apex.	
Are there any staffing implications? <i>If yes, please give details</i>	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	The Council employs staff to manage the Apex but there are no changes set out in the plan.	
Are there any ICT implications? <i>If yes, please give details</i>	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>		
Are there any legal and/or policy implications? <i>If yes, please give details</i>	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>		
Are there any equality implications? <i>If yes, please give details</i>	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>		
Risk/opportunity assessment:		<i>(potential hazards or opportunities affecting corporate, service or project objectives)</i>	
Risk area	Inherent level of risk (before controls)	Controls	Residual risk (after controls)
Costs of running the site exceeds expectations	Medium	The site has been running for eight years now, it's been well maintained and reserves have been set aside for	Low

		ongoing maintenance works.	
Revenue generated at the site fails to meet amounts assumed and budgeted	Medium	Financial modelling has been undertaken using both past performance and predicted population and audience growth.	Low
Ward(s) affected:		All Wards (but located in Abbeygate)	
Background papers: <i>(all background papers are to be published on the website and a link included)</i>		N/A	
Documents attached:		Appendix A – The Apex Forward Plan Including the independent economic impact assessment (Appendix 1). Appendix 2 – The Apex Current Year Budget	

1. Background

1.1 In 2001 St Edmundsbury BC first started drawing together and consulting on the development of the former Cattle Market site in Bury St Edmunds. In 2004, consultants drew up a proposal for an events venue.

1.2 The Apex first opened its doors to the local audience in October 2010 and since that time footfall and income has increased considerably:



1.3 The Apex is primarily a music venue and hosts a diverse range of entertainment designed to attract as broader audience as possible. The entertainment is categorised into the following genres:

- Classical Music
- Jazz
- Folk
- World
- Pop/Rock
- Tribute bands
- Comedy
- Evenings with Mini festivals

1.4 In addition to the above entertainment events, the Apex's two studios also host a mix of activities and meetings including Yoga, music, theatre and ballet, community meetings and consultations.

1.5 The other key areas of income for the Apex include:

- Providing a box office service for other venues and events in the region.
- Provision of a TIC service and sales of items
- Provision of a gallery space and income from commissions
- Food and drink sales.

- 1.6 The proposed aims and objectives and targets to be monitored are outlined in section 12 of the plan.
- 1.7 In early 2012 St Edmundsbury Borough Council tendered for the provision of catering and bar services at a number of its public buildings in Bury St Edmunds including:
- The Apex
 - The Athenaeum
 - Gardeners Rest (Kiosk in the Abbey Gardens)
 - Moyse's Hall Museum
- 1.8 The Leisure and Cultural Services team propose to commission an independent assessment of how the borough council's catering contract(s) for sites in Bury St Edmunds might be procured and managed in the future to achieve its corporate objectives for the facilities.
- 1.9 At the time of tendering The Apex had not long since opened and there was no 'going concern' to put to the market. The contract was awarded to Sodexo Prestige with a start date of November 2012. The contract terminates in November 2019 although there is an option to extend until 2021 and this is an option the commissioned consultant should consider.
- 1.10 While the commission will take the current operations as a baseline, this is not a review of the performance of the current contractor (Sodexo Prestige) with whom the Borough Council enjoys a good working partnership. It is an assessment and scoping exercise so that we can understand how the Borough council's catering contracts can be best delivered in the future, when the current contract expires.

2. The Apex Performance Monitoring

- 2.1 Since the early days of its opening the managers of the Apex have met with a panel of members, chaired by the Portfolio Holder for Leisure and Culture, to review the performance of the Apex. In the recent past these meetings have been convened quarterly and have typically considered the following subject:
- Financial position
 - Programme Review
 - Marketing report
 - Catering and bars update
 - Review of compliments and complaints
- 2.2 Owing to the positive trajectory of the Apex's performance, in recent years, it is now proposed that its performance be streamlined and monitored as part of the quarterly Operations Balance Scorecard review at Performance and Audit Scrutiny Committee. In addition to the quarterly monitoring it is also proposed that a more detailed report be presented to the Overview

and Scrutiny Committee every three years. The frequency of reporting will bring the service area in line with that of Abbeycroft Leisure.

3. Key issues relating to recent performance

- 3.1 In financial year 2017-18 the Apex sold over 100,000 tickets. This is an increase of 72% since the end of the 2013/14 financial year. During this same period the venue attracted over 26,000 new customers – to put this into context, the Theatre Royal in Norwich, a 1,300 capacity venue serving Norfolk and attracting much bigger West End touring shows, attracts between 14,000 and 16,000 new customers a year.
- 3.2 Since the 2014/15 financial year box office sales income has increased from £1.2m to £2m.
- 3.3 The Apex has been a driver for cultural tourism - Ticket sales are also increasing from customers living outside our initial catchment area including, in Norwich, Cambridge, and Ipswich. This is despite the fact that these towns and cities being well provided for in terms of live entertainment, arts and culture already.
- 3.4 When The Apex first opened in 2010, its annual operating cost was £793,000. For 2018/19 the budget has been set at £570,780.
- 3.5 An economic impact study conducted earlier this year shows The Apex's gross economic impact is £11.4m sustaining 154.7 jobs. The net local economic impact of £6.6m, sustaining 84.7 jobs. A copy of the Economic Impact Evaluation of the Apex is included as an Appendix to The Apex Forward Plan.
- 3.6 Furthermore, within the next three years, the target will be to further reduce the operating cost down to £450,000.

Apex Forward Plan



Forest Heath & St Edmundsbury councils

West Suffolk
working together

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1. Background

The Apex opened in October 2010 and from the very beginning it was clear that something special had been built. Designed by Hopkins Architects, the beauty of the build, the comfort of the auditorium and the outstanding acoustics (delivered by Threshold Acoustics) were quickly being applauded by artists as diverse as Julian Lloyd Webber, the European Union Chamber Orchestra, the Brodsky String Quartet, folk/rock band Fairport Convention and noughties rockers, Funeral for a Friend.

The auditorium has a capacity of just over 500 for a fully seated event, but the capacity increases to 697 with a mixture of standing and seated areas. The auditorium is extremely flexible; it can be set up for tiered seating, a mosh pit, a cabaret set up or a flat floor for exhibitions, parties, sports events etc. There are 2 studio spaces, one with a fully sprung dance floor and these are widely used for meetings, workshops, classes and can also act as extra dressing room space. A large light and airy bar area which doubles up as an art gallery is served by 2 bars. There is also a bar in the auditorium and the foyer doubles up as a café, with an outdoor seating area.

In the first full financial year (April 2011 to March 2012) 125 shows took place with an audience of 37,626. This has grown steadily each year so that in 2017/18, there were over 260 ticketed shows (combined own promotions and hires) with an audience of over 105,000 and a gross ticket sales income figure of £2M.

The Apex is now established as part of the cultural life of West Suffolk, it is delivering the broad programme originally envisaged by the Council and it is on the national music circuit; given the planned growth in the area, we can now look at its continued growth and development with a ten year strategic vision.

Research conducted in 2016 by the Audience Agency identified that 97% of the survey strongly agreed or agreed that The Apex is good for Bury St Edmunds and West Suffolk's image.



2. Apex Forward Plan - Vision Statement

Our vision for The Apex is:

“ To be acknowledged and recognised locally, regionally and nationally for the quality and the breadth of its artistic programme and for being a regional centre of artistic and cultural excellence.”

The progress the venue has made in all aspects of its operation from the quality of its artistic programme, tickets sales, general footfall and customer service levels is significant. However, as part of a ten year vision, we would like to document hopes and aspirations for the future, based on realistic and achievable expectations.

Within this document we will cover Forward Plan vision for The Apex and we will clarify what success will look like. The vision will encompass many different aspects of The Apex’s operation including:

- Artistic programming
- Gallery space
- Education and community work
- A pricing strategy that offers value for money and accessibility for all
- Working in partnership with local businesses and creating and developing new income streams
- Audience Development & Marketing
- Customer Service

The popularity of the Apex has grown rapidly since 2010 and is now well established in West Suffolk with a busy programme and a loyal and growing audience. This is an opportunity to not only take stock of what has been achieved to date, but also to see what possibilities there are for further growth and development.

St Edmundsbury’s Vision 2031 document plans for a significant expansion in housing across St Edmundsbury. Current forecasts for the next 5 years (to 2022/23) are for 4006 new builds in St Edmundsbury and for 2574 new builds in Forest Heath.

Similarly, other areas within the Apex’s catchment are also planning for significant housing growth:

Ipswich’s Local Plan identifies a housing target of at least 9,777 dwellings for the period 2011 to 2031.

The Thetford Sustainable Urban Extension plan identifies 5,000 new homes by 2026

The Greater Norwich Development Partnership (Broadland, South Norfolk District Councils, Norwich City Council and Norfolk County Council) has produced a Joint Core Strategy which aims to deliver 37,000 new houses by 2026 bringing a population increase of around 50,000 people.

Cambridge and South Cambridgeshire are proposing 33,500 new homes by 2031.

The increase in population in West Suffolk and further afield gives us a clear opportunity to increase the Apex’s audience.

3. Economic Impact and associated links to the Vision and Strategic Priorities of West Suffolk

Councillors and staff across West Suffolk 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”

The Council’s three key priorities are:

- 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 towns and rural areas.

In February 2018, an economic impact study was undertaken by Destination Research Ltd to assess the impact of the Apex. This clearly demonstrates that the provision of a performing arts centre in the heart of Bury St Edmunds is having a significant impact on the towns’ economy. The study concluded that:

The Apex has a net annual impact on the local economy of £6,667,106 sustaining the equivalent of 84.7 local jobs

For further details about the economic impact of the Apex please refer to Appendix 1.

The benefits of attending performing art events (theatre, music and dance performances) is celebrated in numerous academic reports and these benefits include both physical and mental health, as well as community involvement.

As well as supporting all communities in West Suffolk, the Apex is well placed to provide a regional venue for the performing arts.



4. Artistic Programme

The professional artistic programme is a mix of activity either promoted directly by The Apex, co-promoted with other promoters, or brought to us by external promoters hiring the Apex. The Apex is also an important home for a range of local amateur performing organisations hiring the Apex for their performances (including Bury Bach Choir, Newmarket School of Dance and Suffolk Sinfonia), local schools and the Suffolk County Music Service.

We strive to be commercially minded and we work hard to maximise income while minimising costs ensuring the majority of events we promote generate a profit. However, we do recognise that in order to deliver a broad programme and to maintain our reputation as a quality venue, we will also programme events that will not necessarily make a profit. This will include much of the classical music programme, some of the world music programme and occasionally some particularly high profile names which help to enhance the profile of the venue with audiences and promoters alike.

The Apex is primarily a music venue with quality at the core of everything we do, we will continue to develop a broad and diverse programme including:

Classical Music

To include chamber orchestras, string quartets, piano recitals and other ensembles as opportunities arise. We will also explore the opportunity of residencies from high profile groups.

Jazz

To include contemporary jazz, big bands, ensembles and named soloists. In addition, Songbook Sundays will continue at the Athenaeum.

Folk

The Apex has become a key and renowned venue on the folk circuit and the relationship with Milkmaid Folk Club will continue with joint promotions. Additional folk promotion opportunities will be explored including an annual mini folk festival.

World

We will review current consortium partnerships and will seek to develop relationships with other promoters and agents for larger scale world music gigs. In addition, we will work with The Apex caterers to create and market a world menu package.

Pop/Rock

We will maintain a programme of heritage pop and we will continue to work with agents and promoters to bring more current bands to the Apex.

Tribute bands

We will continue to programme tribute nights, however we will ensure that we only work with the best quality acts as part of a well-balanced programme.

Comedy

We will continue to bring the best names on the comedy circuit to the Apex and we will remain the home of the monthly Fat Cat comedy night.

Evenings with

We will programme a number of evenings of chat each year with personalities.

Mini Festivals

We will explore the feasibility of mini art-form specific festivals – i.e. possible folk/world weekend.

Other venues

The monthly songbook Sundays currently take place at the Athenaeum and alongside Sodexo we will

explore further appropriate programming at the Athenaeum, particularly events that can include a dining element.

Art Gallery

The Apex is blessed with a number of large walls and the light and airy first floor lounge space has provided the perfect opportunity to create a gallery space which has proven extremely popular. It has been developed from a loss-making part of the business to one which now turns a profit each year and provides an opportunity to showcase professional and amateur artists alike. Exhibitions are changed once a month and the space is in great demand, generally booked over a year in advance. We will continue to seek new collaborations and developments.

Bury Festival

The Apex is the key venue in the Bury Festival programme each year and hosts the majority of the festival's higher profile events. Every member of the Apex team has a role in making the festival run smoothly each year covering the areas of programming, fundraising, marketing, box office, front of house, technical and administration.



5. Community & Education

During the planning and development phase of the Apex, it was always of fundamental importance that in addition to a busy professional programme, the venue should also be home to a wide range of community activity.

There is an incredible wealth of talent, of all ages, in and around West Suffolk and we will continue to make the Apex accessible to help nurture and showcase that talent. We host the final of BurySOUND (the band competition), the 545 nights (5 bands for a fiver) and a number of amateur orchestras, choirs and local dance schools. We act as host venue for several County Music Service projects and local schools and we will continue to develop relationships with schools across the whole of West Suffolk. The lounge and studio spaces provide more opportunities for community activity and the Apex is home to a range of classes and community groups, including the Milkmaid disability folk group, harmonica workshops, film workshops and a number of classes for baby ballet, yoga and Tai Chi. A wide range of people and groups use the lounge space more informally, including two chess clubs, a bridge club, a breastfeeding group and a group of ballroom dancers.

The Apex team liaises closely with all the groups who use the Apex to ensure that they are able to have an ongoing presence. Their preferred dates are booked into the diary well in advance and we ensure that the hire rates available to these groups continue to be affordable and yet still contribute to the venue's running costs. As with the professional programme, a close eye is kept on the balance and range of bookings to ensure that there is an even spread throughout the year and that unhelpful competition is avoided.

“Without the generosity of venues in reducing their normal hire charges, the cost to the County Music Service of the week.....would be beyond our means. We are extremely appreciative of your understanding, patience, and practical help in ensuring the success of the whole venture, the outcome is that a large number of youngsters have received an amazing experience – musical, educational, social..... The facilities you are able to provide to us and the support we receive from the staff at The Apex has yet again ensured that each day ran smoothly. We know from contact with these youngsters, teachers and families long after the event that the day presents them with an unforgettable store of memories, responses and achievements. The feedback we received from schools tells us how much they value these events and the unique experience they provide for their pupils.” Letter dated 27.7.16 from Philip Shaw, Head of Suffolk County Music Services



6. Partnerships

As a recent addition to the events life of West Suffolk, the Apex has sought to add to and complement existing provision rather than compete with other venues and promoters. The Apex has a close working relationship with the Theatre Royal and the two venues co-exist happily side by side, with the Theatre Royal mostly promoting drama work and the Apex concentrating on music. Inevitably there are areas of cross-over, particularly in the worlds of comedy and light entertainment and the programming teams at the two venues ensure they communicate regularly to ensure that clashes are kept to a minimum.

The Apex has always been enthusiastic about working with a number of different promoters to bring a wider range of events to West Suffolk. The partnership with the Milkmaid folk club has helped the Apex to become firmly established on the national folk music circuit with great success. The Apex will continue to identify and develop relationships with new promoters to further broaden the range of the Apex programme.

The Apex will continue to work alongside, rather than in competition with other venues and organisations in West Suffolk and will seek to develop closer relationships with the University of Suffolk, The Guildhall, the National Horseracing Museum and the American bases.

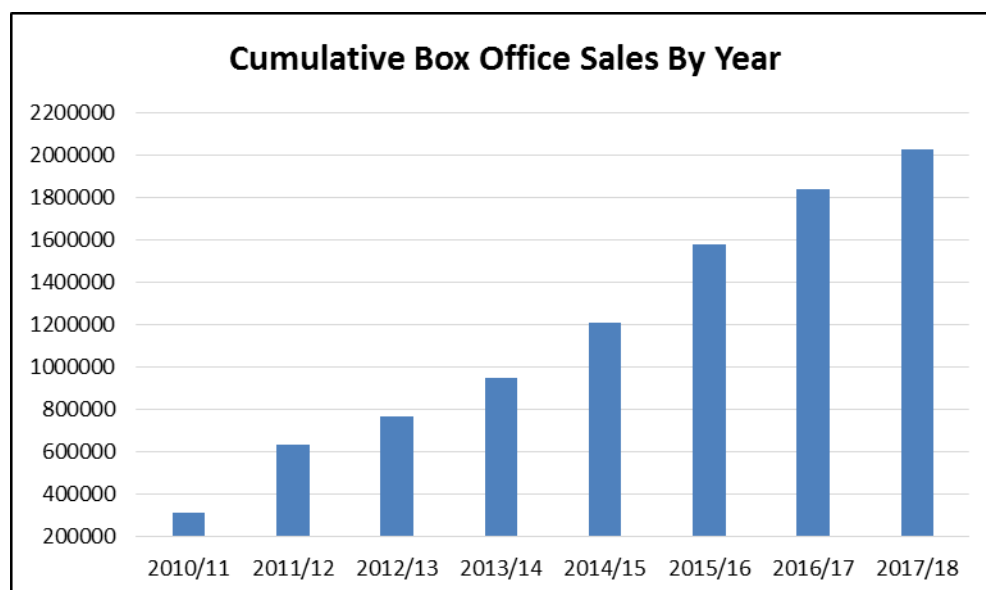
7. Marketing & Audience Development

The Leisure & Cultural Services Marketing & Sales Team, based in the Apex, promote and market a multitude of venues, events and activities across West Suffolk, in addition to the Apex. The team currently comprises of two full-time and two part-time members of staff.

The marketing team use a combination of digital and database marketing, social media and traditional print to market shows and events. Put simply, The Apex's marketing strategy is to attract as many new customers as possible and by using sophisticated data analysis, segmentation and targeting to ensure those customers return on an increasingly frequent basis.

Ticket Sales

Ticket Sales have continued to grow year on year since The Apex opened in 2010. The venue is now well established and known and since 2014/15 alone, we have seen a 67% increase in box office income for Apex shows.



Ticket Sales Income Projections 2017 – 2022

Using the past two years figures as a benchmark, we anticipate gross box office income will continue to rise by £100,000 per year, so by 2021/22 we project an annual ticket income of £2,340,500. This will be achieved through a gradual increase in programme, careful increases in ticket prices.

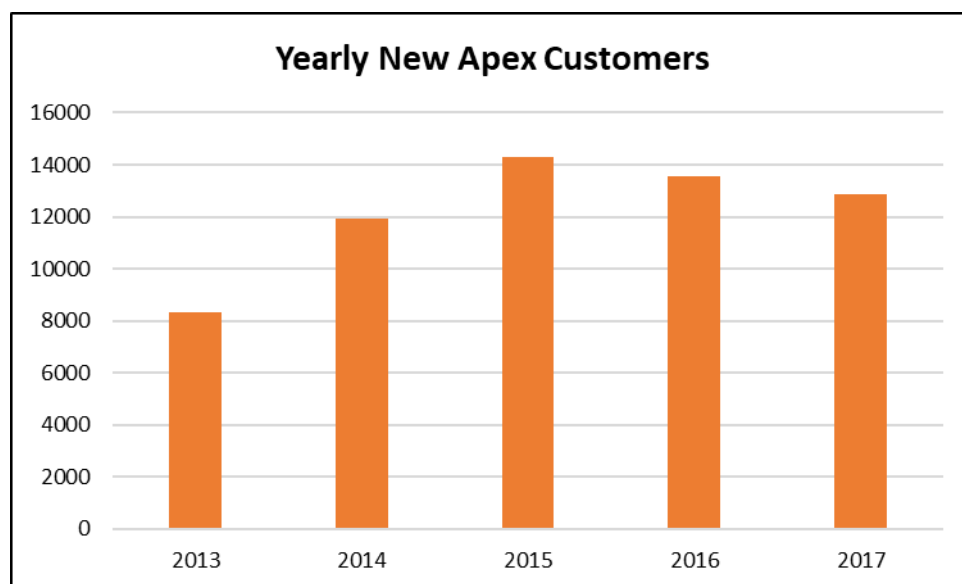
Audience figures will increase through a combination of attracting new customers and encouraging customers to attend more frequently.

Year	Box Office income
2017/2018	£1,940,496.10
2018/2019	£2,040,500.00
2019/2020	£2,140,500.00
2020/2021	£2,240,500.00
2021/2022	£2,340,500.00

New Apex Customer Analysis

The table below shows the number of new (first time bookers) purchasing tickets for The Apex by month and year. In 2016, we attracted 12,876 new bookers, who purchased over 29,000 tickets. The number of new customers being attracted to The Apex on an annual basis appears to have peaked, which is to be expected as The Apex becomes more established. Even so, the numbers of new customers we are achieving far outstrips the figures that other major regional venues are achieving.

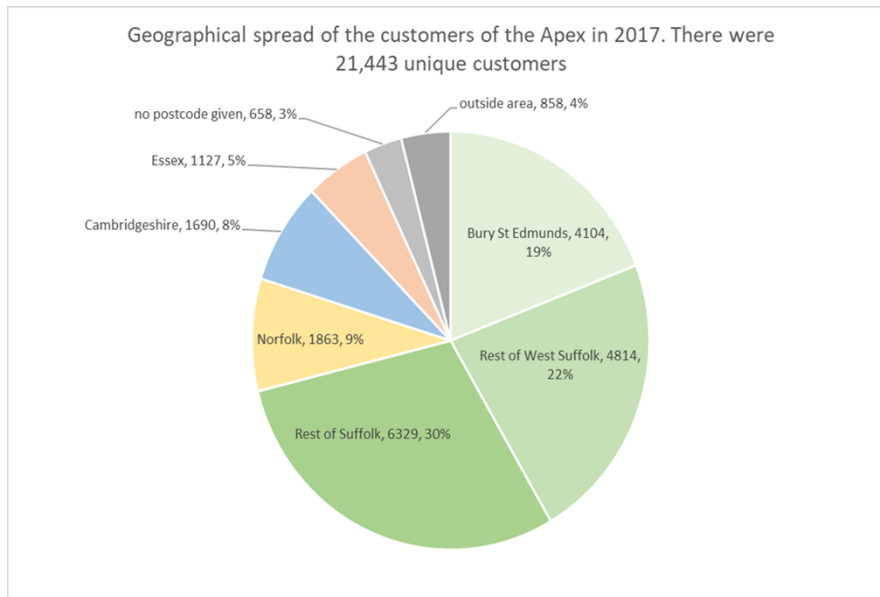
Please see the paragraph below *Geographic Areas for Potential Growth*, for details of how we intend to counteract this.



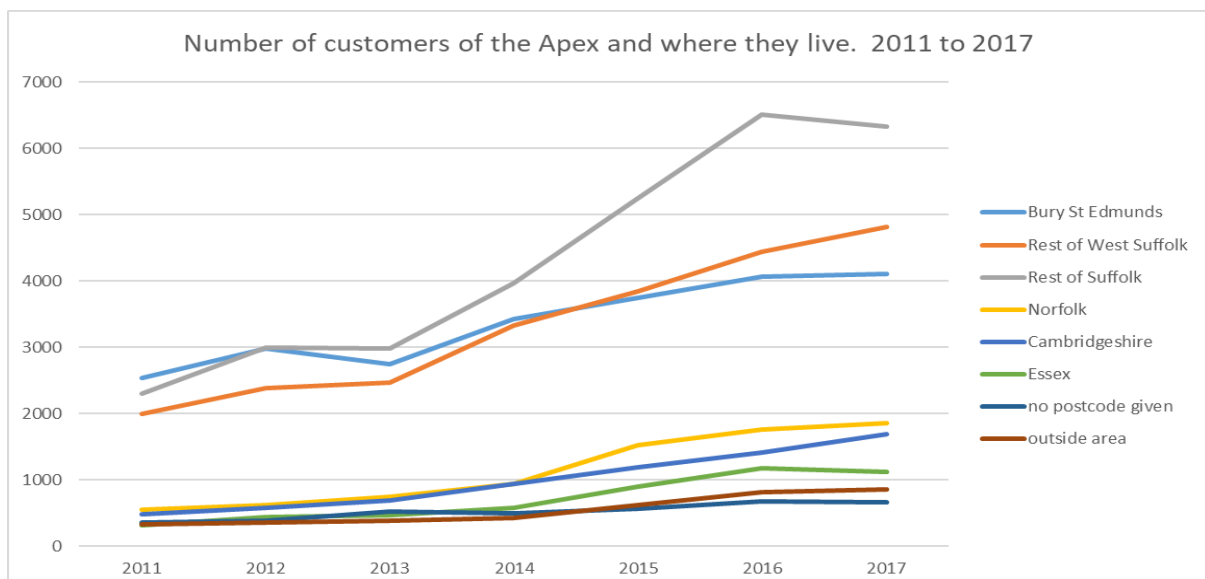
Geographical Analysis – Ticket Sales by Geographical Area

Typically, the core audience is from within a 20 mile radius, however, 40% of Apex customers currently travel more than 20 miles to visit a show at The Apex.

At present 41% of customers come from West Suffolk. In 2011, 51% of customers came from West Suffolk. At present 22% of customers come from either Essex, Cambridgeshire or Norfolk, in 2011 this figure was 15%.



Customer numbers have increased year on year. From 2011 to 2013 we saw similar numbers of customers from Bury St Edmunds, the Rest of West Suffolk and the Rest of Suffolk. However from 2013 to date, we have seen a steep increase in the number of customers with the steepest increase being in the Rest of Suffolk (although this does appear to be slowing down now). It would also appear that the number of customers from Bury St Edmunds has reached a plateau.



Ticket Sales Growth by Geographical Area

Due to targeted marketing activity to specific geographic areas since 2014, we have been able to increase ticket sales from Ipswich by 120%, **Haverhill** by 111%, **Sudbury** by 153%, **Stowmarket** by 81%, **Newmarket** 110%, **Ely** by 94% and **Cambridge** by 78%. We will continue to target these geographic areas.

As mentioned above, we will also target our marketing activity to new geographic areas slightly further afield and up to one hours travel time. These include, **Norwich**, **Colchester**, **Brandon**, **Thetford**, **Attleborough**, **Diss** and **Braintree**.

We are confident by increasing the marketing activity to these areas will have a significant positive impact at The Apex box office, resulting in new customers, increased ticket sales and more sold out shows. In 2016-17, 74 events (28% of the programme) achieved an audience capacity in excess of 90%.

Actual : Projected

Geographic Area	2016/17	2017/18	2018/19	2019/20	2020/21
Sudbury	5311	6376	7651	9181	11017
Ipswich	5062	6074	7288	8745	10494
Mildenhall	4880	5856	7027	8432	10118
Stowmarket	3695	4434	5320	6384	7660
Newmarket	3179	3814	4576	5491	6589
Cambridge	2400	2880	3456	4147	4976
Diss	1815	2178	2613	3135	3762
Thetford	1748	2097	2516	3019	3622
Haverhill	1586	1903	2283	2739	3286
Ely	1461	1753	2103	2523	3027
Brandon	1406	1687	2024	2428	2913
Colchester	925	1110	1332	1598	1917
Norwich	513	615	738	885	902
Attleborough	264	316	379	454	544
Safron Walden	247	296	355	426	511
Braintree	282	338	405	486	583
Swaffham	69	83	99	120	144

Marketing Activity / Digital & Social Marketing

The Apex customer database currently has over 30,000 customers who have given us permission to email them. In addition, The Apex has a following of over 6,000 on both Facebook and Twitter respectively. These figures have been growing by 30% per year.

The frequency of email campaigns and social media has increased significantly in the two years. Utilising targeted email campaigns we have been able to increase the frequency of attendance by our existing customers and by utilising social media (predominantly Facebook & Twitter) we have been able to increase the number of first time attenders coming to The Apex.

Apex Brochure

We will continue to produce the general Apex What's On brochure three times a year. Haart Estate Agents are currently the Apex's print sponsor and pay for the three main What's On brochures to be printed each year. This provides a saving to The Apex of over £6,000 per year.

In addition, we will introduce art-form-specific pieces of print for key and appropriate genres which will give us the opportunity to give out more information about artists performing and the programme. As well as increasing audience levels, these will also help us to obtain sponsorship for series of concerts and seasons. The first of these specific pieces of print will be for classical music and will be produced in time to promote the programme from autumn 2018. The second additional piece of print will cover jazz, blues and world music and a third for family events.

Newspaper Supplements

The newspaper supplements have proved to be a very effective marketing tool in raising awareness of the Apex, its programme and importantly in attracting large numbers of new customers to the Apex. We will look to increase the number and frequency of supplements that are circulated with ILIFFE and Archant newspaper publications.

Website

70% of the Apex's ticket sales are now sold via The Apex's website. The Apex's new website was launched in August 2017 and is now mobile compatible, making booking online via mobile phones and tablets even easier. This has already had a positive impact by increasing the number of tickets we sell online from 64% to 70%.

The Apex will continue to research best practice technology which will benefit customers and increase ticket sales. For example, we are currently investigating 'print at home' ticketing and ticket machines in the Apex foyer for use out of hours and / or to relieve box office staff when busy.

Bury St Edmunds and Beyond

Currently, about 8% of The Apex ticket sales are purchased by customers travelling for over 60 minutes.

We are working closely with Bury St Edmunds and Beyond and will look to create a strategic approach to attracting customers from much further afield (2 hours drive and above) to The Apex - resulting in the number of overnight stays increasing. This will benefit accommodation providers and further increase the Apex's economic impact on the town and surrounding area. This has already been successfully implemented working alongside the Bury St Edmunds Festival.



8. Commercial growth

The Apex currently attracts commercial income, sponsorship and sponsorship in kind, but there are very positive opportunities for this to increase over the next few years. The table below highlights all of the key areas of commercial income, and indicates our income projections for each area of income over the next ten years. Whilst there has been some success in establishing a variety of income streams, it is going to be very difficult to increase this income without a dedicated fundraiser on the staff. Bringing in an experienced fundraiser will help us to bring down the cost of the Apex and at the same time grow and develop the programme.

Commercial income growth projections

£	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Membership	8,750	17,500	25,250	35,000	43,750	45,000	46,000	47,000	48,000	49,000
Booking fees	20,000	100,000	100,000	110,000	110,000	120,000	120,000	130,000	130,000	140,000
Venue/Room hire	150,000	153,000	157,590	162,317	167,187	172,202	177,368	182,689	188,169	193,814
Box Office & Tktg	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Sponsorship	3,000	5,000	8,000	15,000	20,000	25,000	25,000	30,000	35,000	40,000
Sponsors (in kind)	8,000	8,000	8,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Trusts/Foundation	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Corporate Club			2,000	3,000	4,000	5,000	6,000	7,000	8,000	9,000
Legacies							1,000	2,000	3,000	4,000
TOTAL	244,750	338,500	355,840	390,317	409,937	432,202	440,368	463,689	477,169	500,814

It must be remembered that with increased income, there will be increased costs. As ticket income increases, artists fees will also increase as many deals are on a split of the box office. Other increases directly tied to ticket income will be box office costs, Performing Rights Society costs and credit card costs.

In addition, as the number of shows increases, so do the staffing costs – particularly stewarding and tech staff. However, the team works hard to ensure that costs stay low and income is maximised. The average profit per show has risen from c. £250 in 2014/15 to c. £880 in 2018/19.

Apex Membership Scheme

Like many other arts and cultural venues, we will introduce a premium level of service, whereby customers are given the option to pay an annual fee in return for enhanced benefits, including offering a priority booking period. With an increasing number of events achieving an audience capacity of over 90%, priority booking will be seen as a key benefit.

The primary purposes of the scheme are to provide customers with the choice of an enhanced level of service, whilst generating up to an additional £8,750.00 per year from membership fees.

Financial membership and income targets (*Based on an annual membership fee of £35*)

- Year 1: 250 x members = £8,750
- Year 2: 500 x members = £17,500
- Year 3: 750 x members = £26,250
- Year 4: 1,000 x members = £35,000
- Year 5: 1,250 x members = £43,750

Booking Fees

Booking fees were introduced into the ticket buying process in April 2018, bringing us in line with the majority of venues and theatres in the UK. We are being open and transparent about it and we will incorporate it into the advertised ticket price. Based on current ticket sales, we are predicting this will generate £100,000 per year by the end of the 2019/20 financial year. We will explain how this fee is used to sustain the Apex as a vibrant local venue.

We are maintaining the option for people to give donations but these will be targeted at particular areas of work or particular fundraising activities. We expect to lose the majority if not all the £20,000 that we currently earn from voluntary donations, but we expect the income from booking fees to vastly outweigh this loss.

Venue & Room Hire

There is growing interest from all sorts of organisations in hiring the Apex – from musicians wanting to record, promoters (local and national) wanting to put on gigs and businesses wanting to hold conferences and parties. We will continue to develop income from hires, with the aim of generating £150,000 per year and increasing on an annual basis by 3%.

Box office & Ticketing Services

Whilst 70% of The Apex's tickets are purchased online, 30% are still purchased in person or by telephone. In addition, the box office team manage Shopmobility and the Tourist Information Centre, which gets very busy between March and October. The Apex box office team also sell tickets for events for Moyses's Hall Museum, West Stow Anglo Saxon Village and the Bury Festival. The box office operation provides a vital service for visitors and the local community alike. By keeping the box office in house (rather than using a third party ticket agency) the box office collates tremendous amounts of customer data which is in turn used for marketing purposes. We would not have such access to this data if we outsourced our box office operation.

Furthermore, the Apex box office currently earns £50,000 commission providing a box office/ticketing service for Saffron Hall, Ely Folk Festival, Bury Festival, other Council services and occasional local groups.

Sponsorship & Sponsorship in Kind

Haart estate agents currently sponsor the Apex's print and this saves us about £6,000 per year. Likewise, we would like to develop more working relationships like this.

We will build on the current successful sponsorship arrangements by generating sponsorship for genre seasons, including: Classical, Jazz, Folk, World, Comedy, Evenings with, and The Apex Gallery.

Donations

At present, we generate around £20,000 per year by asking customers for a donation at the point of sale. This figure is likely to decrease as a consequence of introducing a booking fee.

Trusts & Foundations

A more coherent and longer term strategy to programming will make it easier to plan ahead and put together projects that will both enhance the Apex programme and be attractive to funding bodies. We need to be aware that the number of avenues open for funding for organisations that aren't registered charities is significantly reduced.

Corporate Membership

Now that the Apex is established and is being recognised locally as a success, there is growing awareness from the business community of the benefits of being associated with the Apex. Consequently, we will look at the development of a corporate membership scheme from 2019 onwards.

Individual giving

The amount of money that cultural organisations have been receiving from local authorities, funding bodies and business sponsorship continues to be in decline and while it doesn't mean that we should ignore these areas, we do need to look carefully at individual giving.

“Individual giving refers to the many charitable gifts made by the general public and is by far the largest source of charities’ income from donations.” Institute of Fundraising

It is well established that the majority of charitable giving is provided by the over 55's. This is partly because there are more of them and also because they tend to have the disposable income that makes it possible for them to be charitable.

The Arts Index, published in late 2017 by the National Campaign for the Arts (NCA) and covering the condition of arts and culture provision in England, reported a rise of 68% in individual giving since its last edition in 2015.

The creation of the Apex membership scheme will take us on the next step up the donor pyramid by establishing a group of people who regularly donate to the Apex in exchange for agreed benefits. We must engage with these supporters to nurture and encourage some of them to move on to further phases of giving to become bigger supporters, bigger donors and perhaps in the longer term, to be leaving legacies. Legacies are generally the biggest gifts received by organisations from individuals. In 2007/08 alone they were worth £2 billion to fundraising organisations, representing by far the largest source of voluntary income to the sector.



9. Staffing

Future staffing

The current Apex team is very lean for a venue of its size and stature hosting in excess of 200 shows per year. Whilst things run very smoothly most of the time, the team is undoubtedly stretched when staff take holidays, illness strikes or someone leaves. With the proposed increase in programme there will be a need for increased staffing, particularly with tech staff, casual staff (stewards).

If the bars and catering operation came in house (section 10 below), we would also need to look separately at the structure and make-up of the front of house team to incorporate bar staff and appropriate management.

As the programme and the use of the Apex grows, we will need to consider the implications on the staffing structure and its capacity.

We will continue to explore opportunities to share resources with partners as and when the opportunities arise.



10. Bars & Catering operation

In early 2012 St Edmundsbury Borough Council tendered for the provision of catering and bar services at a number of its public buildings in Bury St Edmunds including:

- The Apex
- The Athenaeum
- Gardeners Rest (Kiosk in the Abbey Gardens)
- Moyses's Hall Museum

At the time of tendering The Apex had recently opened, in October 2010, and there was no 'going concern' to put to the market. The contract was awarded to Sodexo Prestige with a start date of November 2012 and is performing well. However, the contract terminates in November 2019 although there is an option to extend until 2021. So we will need to make a decision on the future shortly, one that supports this plan.

When the Apex first opened, the bars were managed by the in-house team. The in-house team looked after all bar facilities and stock and employed casual bar staff. There was no food offer on site, but a preferred list of caterers was made available to hirers for dinner dances, parties etc. The caterers brought in all equipment, staff and food. The council at that time received the hire income from a hirer plus a percentage of the caterer's fee.

As part of the contract awarded in November 2012, Sodexo were commissioned to manage the bars and catering services at the Apex exclusively. Sodexo as part of the contract invested in the kitchens and the setting up of the café which now operates on site.

As part of this plan the Council will appoint the services of a suitably experienced consultant to undertake an independent assessment of how the borough council's catering contract(s) for sites in Bury St Edmunds, Suffolk might be procured and managed in the future to achieve its corporate objectives for the facilities.

While the commission will take the current operations as a baseline, this is not a review of the performance of the current contractor. It is an assessment and scoping exercise so that we can understand how the borough council's catering contracts can be best delivered in the future, when the current contract expires.

The consultant's recommendations will inform the future procurement of the catering offer which will be taken forward under the normal delegations in the Council's constitution, subject to it delivering a solution which meets the financial and service objectives to be agreed by Councillors through this Forward Plan.

11. Finances

When the Apex opened in 2010, the budget was c.£793,050. The team has been able to reduce the cost to the Council by 28% and so the budget for 2018/19 has been set at £570,780. The budgets are reviewed on an annual basis with a view to increasing efficiency and reducing the overall cost of the Apex.

The Budget for the current financial year is included as **Appendix 2**

12. Aims and Objectives

The following five objectives have been identified for the Apex and will be reviewed annually as part of the O&S reporting mechanism:

1. Ensure The Apex continues to programme and host a broad range of quality arts and entertainment events.

Targets

- a) Conduct a minimum of 2 visitor surveys each month selecting a range of events

2. Reduce the overall cost of the Apex

Targets

- a) Achieve a rise in gross box office income of £100,000 each year
- b) Increase Hire Income by 2% a year
- c) Employ a Consultant to look at future bars & catering provision at the Apex
- d) Maintain current income levels from sponsorship and grants
- e) Review & procure contracts for services and supplies associated with The Apex as they come up for renewal

3. Ensure The Apex is maintained to a high standard

Targets

- a) Agree the cleaning schedule and rigorously monitor
- b) Visual weekly check of the Apex infrastructure – floors, walls, lights, seats etc.
- c) Ensure that all equipment is regularly checked and serviced
- d) Maintain regular communication with heating engineers
- e) Liaise closely with West Suffolk's Property Services team on building maintenance issues

4. Increase footfall at, and public engagement with The Apex

Targets

- a) Increase new customers by 10,000 a year
- b) Increase mailing list by 10% a year
- c) Increase Facebook following by 15% a year
- d) Establish the membership scheme in 2018/19 and attract 250 members
- e) Increase membership by 250 a year

5. Ensure that the local community feels part of and welcomed at The Apex

Targets

- a) Maintain regular classes and courses in the studio spaces
- b) Ensure that the lounge space is readily available and comfortable for a wide range of groups to use.
- c) Annually review the Apex's hire prices ensuring that they remain affordable to community groups in West Suffolk.
- d) Ensure that the site remains accessible to all in the community by conducting regular DDA audits
- e) Customer complaints & compliments are acknowledged and where necessary action is taken to address any shortcomings in service provision

13. Work Plan

	Work Plan Target	Delivered by	Benchmark 17-18	Resource required	Monitoring
	1. Ensure The Apex continues to programme and host a broad range of quality arts and entertainment events.				
1a	Conduct a minimum of 2 visitor surveys each month selecting a range of events	Sales & Marketing Manager	80% of respondents scoring either 4 or 5 stars (out of 5) for: a) the event b)the venue c)value for money	Officer Time	Two visitor surveys each month. Report key findings every third year to O&S

13. Work Plan Cont.

	Work Plan Target	Delivered by	Benchmark 17-18	Resource required	Monitoring
	2. Reduce the overall cost of the Apex				
2a	Achieve a rise in gross box office income of £100,000 each year	Sales & Marketing Manager & Events & Programming Manager	£2million	Officer Time	Ticket sales (volume & income) will be presented to PASC as part of Operations Balanced Score Card quarterly review. Income will also be reported every third year to O&S.
2b	Increase Hire Income by 2% a year	Administrator	£150,000	Officer Time	Monthly monitoring Reported every third year to O&S.
2c	Employ a Consultant to look at future bars & catering provision at the Apex	L&C Operations Manager	N/A	Officer time preparing, procuring and monitoring consultant. Estimated cost of Commission £8k to £10K	- Consultant commissioned June 2018. - Consultant's recommendation received by end of August 2018 - Procurement process progressed in accordance with agreed delegated authority
2d	Maintain current income levels from sponsorship and grants	Sales & Marketing Manager	£6,000 in kind £3,000 advertising	Officer Time	Monthly monitoring Report quarterly to PASC and every third year to O&S
2e	Review & procure contracts for services and supplies associated with The Apex as they come up for renewal	All staff who procure services & supplies	N/A	Officer Time	Services and supplies are procured in accordance with Council standing orders

13. Work Plan Cont.

	Work Plan Target	Delivered by	Benchmark 17-18	Resource required	Monitoring
	3. Ensure The Apex is maintained to a high standard.				
3a	Agree the cleaning schedule and rigorously monitor	Front of House Manager & Verse contract manager	N/A	Officer Time	Weekly internal monitoring
3b	Visual weekly check of the Apex infrastructure – floors, walls, lights, seats etc.	Front of House Manager	N/A	Officer Time	Weekly internal monitoring
3c	Ensure that all equipment is regularly checked and serviced	Front of House Manager. Technical Manager	N/A	Officer Time	Ongoing monitoring and annual checks - internal
3d	Maintain regular communication with heating engineers	Front of House Manager and Building Services Manager	N/A	Officer Time	Weekly visits and quarterly meetings - internal
3e	Liaise closely with West Suffolk's Property Services team on all building maintenance issues	Front of House Manager	N/A	Officer Time	Weekly reports – internal

13. Work Plan Cont.

	Work Plan Target	Delivered by	Benchmark 17-18	Resource required	Monitoring
	4. Increase footfall at, and public engagement with The Apex.				
4a	Maintain the number of new bookers at around 10,000 a year	Monitored by Sales & Marketing Manager	12,976 new customers in 2017-18	Officer Time	Reported every third year to O&S.
4b	Increase mailing list by 10% a year	Sales & Marketing Manager	30,000 currently on mailing list	Officer Time	Reported every third year to O&S.
4c	Increase Facebook following by 15% a year	Sales & Marketing Manager	6,093 following The Apex on Facebook	Officer Time	Reported every third year to O&S.
4g	Establish the membership scheme in 2018/19 and attract 250 members	Sales & Marketing Manager	N/A(New scheme)	Officer Time	Reported every third year to O&S.
4h	Increase membership by 250 a year	Sales & Marketing Manager	N/A (New scheme)	Officer Time	Reported every third year to O&S.

13. Work Plan Cont.

	Work Plan Target	Delivered by	Benchmark 17-18	Resource required	Monitoring
	5. Ensure that the local community feels part of and welcomed at The Apex				
5a	Maintain regular classes and courses in the studio spaces	Administrator	N/A	Officer Time	Reported every third year to O&S.
5b	Ensure that the lounge space is readily available and comfortable for a wide range of groups to use	Front of House Manager & Sodexo General Manager	N/A	Officer Time	Daily monitoring-internal
5c	Annually review the Apex's hire prices ensuring that they remain affordable to community groups.	Administrator & Events & Programming Manager	N/A	Officer Time	Fees & charges reviewed & set annually under the normal delegations in the Council's Constitution
5d	Ensure that the site remains accessible to all in the community by conducting regular DDA audits	Front of House Manager & Events & Programming Manager	N/A	Officer Time	New DDA audit to be undertaken in 2018/19 Findings will be summarised in the next scheduled O&S report.
5e	Customer complaints & compliments are acknowledged and where necessary action is taken to address any shortcomings in service provision	Events & Programming manager	N/A	Officer Time	A summary of the customer complaints and compliments will be reported every third year to O&S.

14. Future opportunities, aspirations and finances

Overall cost of The Apex

In 2010/11, the budget set to run The Apex was £793,050. Significant progress has been made in reducing the cost of the Apex to the extent that the budget for 2018/19 has been set at £570,780; this is a reduction of 28%.

As acknowledged by consultants Bonnar Keenlyside in 2012, the Apex is “not large enough as a venue to operate on an independently commercial basis” and that it will continue to “rely on public funding in common with many other regional venues of their type.” This funding has always been seen by the Council as an investment in its strategic objectives.

Although we are planning for the long-term we will produce a rolling 2 year financial forecast. We are confident of achieving further reductions in the cost to the Council of running The Apex over the next 3 years and we are aiming for the budget for 2021/22 to be set at £450,000.

Although an ongoing reduction in subsidy is important, it is recognised that The Apex brings tremendous value to the local area; we will therefore ensure that the drive to reduce the cost of The Apex will not be done at the expense of the quality of what we do and how we do it.

Investment

We are confident that the cost of The Apex can be reduced still further, however this will need increased investment. As the Apex calendar gets more booked up, there is reduced opportunity for any growth in shows and so we will need to increase audiences at those shows and increase other sources of income. We therefore see the most pressing need for investment will be in the marketing budget and for the establishment of a fundraiser post. We will continue to monitor and assess the performance of the Apex and will make the case for this investment when the time is right.

In the longer term, there are areas of potential capital investment that could give us the opportunity to decrease the cost of The Apex further and/or improve the service we deliver and the range of events we offer. These would need to be investigated further and a business case established.

Auditorium capacity

We do not want to change the size or alter the shape or fabric of the auditorium because we currently have something very special, however we would like to explore whether it is possible to make any other changes that would enable us to increase our capacity. We know that we can physically fit more people into the auditorium but the number and position of our fire exits dictate a reduced capacity. If we could regularly get 200 more people into the stalls for standing gigs then that will make us more attractive to other promoters, would allow us to broaden the programme further and would increase box office income. We will ensure that any alterations or additions to exits from the Apex are tied into the Bury Masterplan particularly with regards to St Andrew's Street.

Kitchens

Depending on the outcome of the catering consultant's report it could be that we change the way we deliver catering for functions. If this allowed us to reduce the number of kitchens in the Apex, one or more of these spaces could be converted for more generic use, opening the way for increased numbers of classes, workshops, rehearsals etc.

Accessibility

We would like to review the accessibility at the Apex for people with physical or mental disabilities, and make subsequent improvements in our operation with a view to signing up to “Attitude is Everything's Charter of Best Practice”.

See Link: <http://www.attitudeiseverything.org.uk/the-charter-of-best-practice>

We will undertake a DDA audit in 2018/19.

Apex Lounge

The Apex Lounge, including bars and upstairs café area is a beautiful, bright, light and airy space and while this is popular and gets regular use, it does have its limitations. We would like to spend some time exploring different options for this space and whether small levels or indeed more significant levels of investment could turn it into a more useful space that gives us more income generating opportunities.

Education

A strong community and education programme can help raise levels of access and participation in the arts which can offer social, physical and mental benefits. We would therefore like to encompass the opportunity for lifelong learning, particularly the art of making and performing music, as a central element to the Apex's ten year vision. Education work should become a regular and integral part of the Apex's artistic programme but it would require additional funding for staffing and for projects. A thriving education programme should help us to open the door to a number of trusts and foundations.

Future Management

We recognise that although the management and operation of the Apex is currently strong and delivering all that is required, we will remain open and responsive to future developments, both internal and external, which may require us to explore alternative management and delivery options for the Apex.

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destinationresearch
delivering results : measuring what matters



Economic Impact Evaluation
The Apex - Bury St Edmunds

Prepared for: The Apex Venue

February 2018

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INTRODUCTION

This report, commissioned by The Apex Venue, examines the economic impact of the venue's activity on the local and wider area.

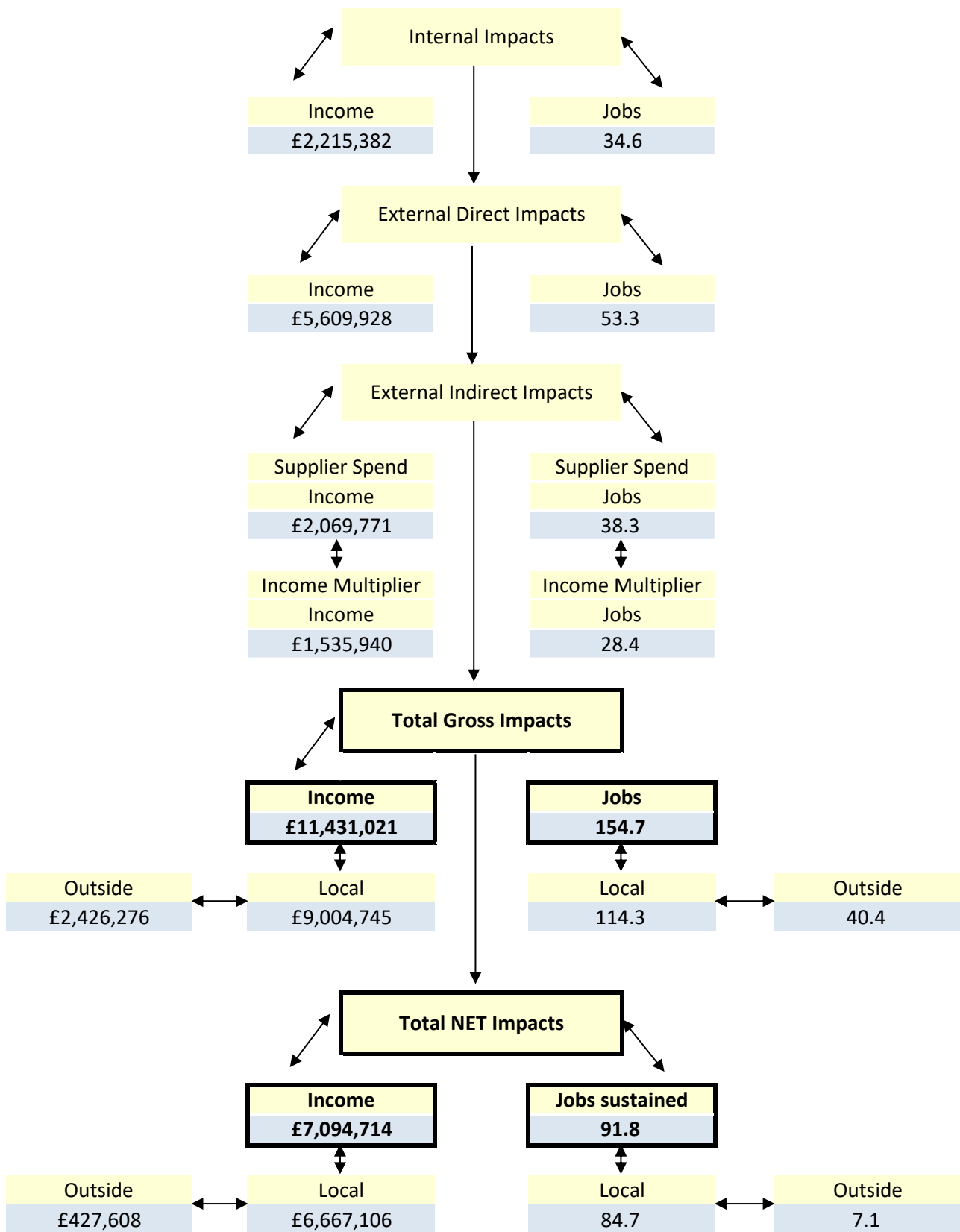
This report makes use of the PRIME Economic Impact Model, a computer-based model that provides a standard approach to appraising the direct and indirect economic impacts of venues and events. It uses key tourism data from a number of national tourism surveys. The model has also been modified to reflect local and regional expenditure levels based on our own research from previous event studies. For example, based on the latest information available from the GB Day Visits Survey, the model assumes that day visitors spend an average of £30.70 per person, although this amount varies depending on the purpose of the visit - going to evening events incur higher expenditure levels than general leisure days out or day visits to friends and relatives. Day visits linked to a 'special' shopping trips (i.e. non-groceries shopping) also incur higher expenditure levels.

The model employs standard formulas calculated from previous research and uses inputs provided by the client (such as visitor numbers, employment and turnover). The resulting estimates indicate the levels of employment and expenditure likely to occur both as a direct and an indirect result of the venue's activity on a local and regional levels.

This report will first explain the inputs used to run the model. It will then proceed to discuss the outputs of the model, looking the gross direct and indirect annual impacts as well as the net annual impacts of the activity.

It should be remembered that as with any model, figures generated by PRIME should only be considered to be estimates. The most important data produced by the model are the 'net' figures. These are produced by taking into account the likely level of displacement - i.e. the trade taken away from other venues.

The Apex - Bury St Edmunds - Economic Impact Evaluation - Headline Results



Inputs

There are a number of general input prerequisites to the model. Some of these inputs will determine which formulas and base assumptions will be used to generate the economic outputs. These inputs have been provided by the client.

Project Type: Firstly, it is necessary to define the type of project in question. The project has been defined as a 'multi-purpose venue'.

Project Location: The model requires the project under study to be given a particular location type selected from rural, town, city, coastal, resort or region. In this case 'town' location has been selected.

The remaining general inputs related to the operational performance of The Apex.

Operating Data: Inputs include visitor numbers and achieved turnover. It was advised that the results are as follows.

Achieved turnover:	£ 2,013,984
Visitor numbers:	149,780
Full time equivalent jobs:	31

Additional information about input data and assumptions used in the model:

Visitor numbers:

Day time visitors = 62,564 people

Evening performances = 87,216 people

Total: 149,780 visitors

Our postcode analysis of evening performance visitors had resulted in the following estimates:

Visitors from Bury St Edmunds: 41,610

Visitor from other areas in Suffolk = 23,880

Visitors from other areas within the East of England and London = 15,460

Visitors from out or region or London = 6,266. It is assumed that of these, 1,565 visited for the day and 4,701 spent a night away from home.

Expenditure levels (per person and 24h)

Based on our previous research and from data published by Visit England, we assume the following levels of expenditure that take place both on-site at the Apex but also off-site around the town of Bury St Edmunds and the area beyond.

Leisure Day visit: £24.80

Evening out:

Bury St Edmunds residents: £39.48

East of England and London residents: £50.22

Out of region visitors: £62.78

Overnight visitors: £172.56 per trip.

Employment:

The total employment is estimated at 30.87 Full Time Equivalent Jobs (FTE)

APEX staff: 15.47 FTE

Sodexo Staff: 7 FTE

Casual Staff: 4.8 FTE

Casual Bar Staff: 3.6 FTE

In addition, it is assumed that the evening performances support 2193 non-performers and support crew days.

Outputs

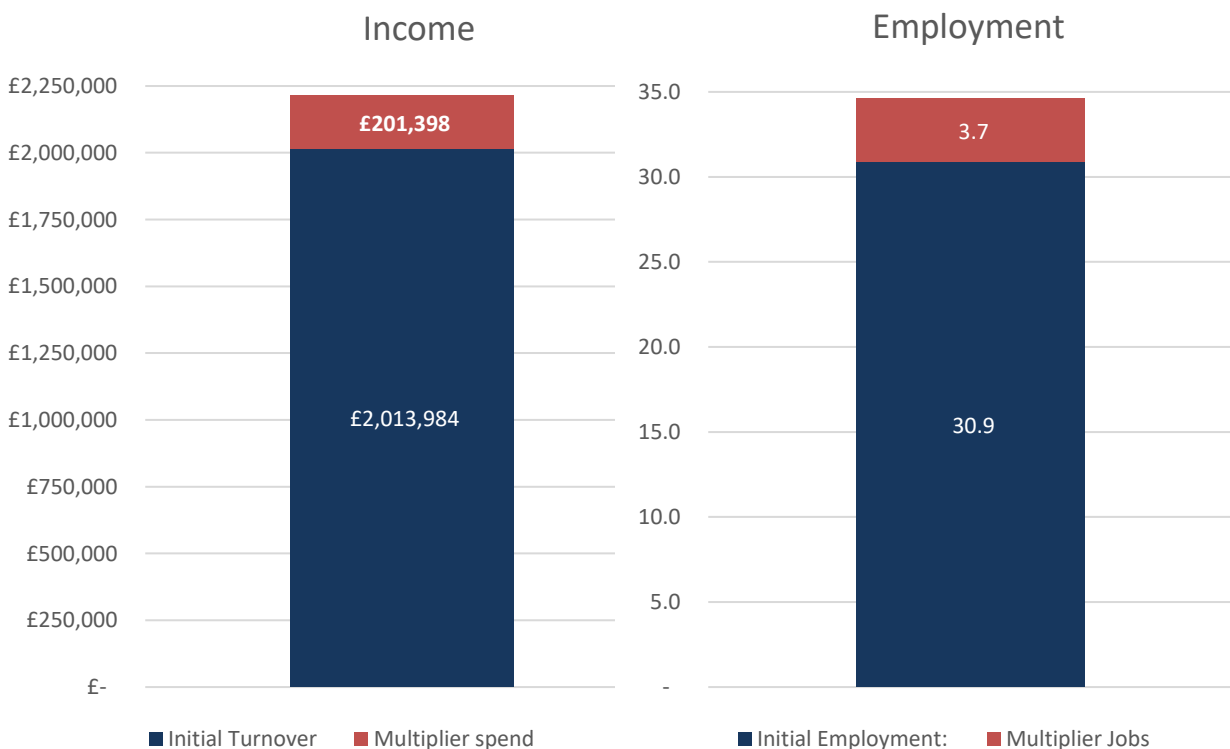
What are the internal impacts?

Internal impacts are those relating to the expenditure and employment associated directly with the operational activity of The Apex

Multiplier spend, also referred to as indirect impacts, are those such as increased spend by suppliers and spending by employees of local / regional businesses arising from visitor expenditure. The former are referred to as 'supply effects' the latter as 'income multiplier'.

Impact of The Apex operations

Initial Turnover	£ 2,013,984
Multiplier spend	£ 201,398
Total generated Income:	£ 2,215,382
Initial Employment:	30.9
Multiplier Jobs	3.7
Total supported employment	34.6



Direct Impact

Visitors to The Apex will spend money on-site as well as off-site, in the immediate locality and region surrounding it. The direct impacts are those arising from visitor spending at the venue as well as off-site away from The Apex. The model estimates that:

Total expenditure generated by all visitors	£ 5,609,928
Total expenditure generated by staying visitors	£ 1,066,250
Total expenditure generated by day visitors	£ 4,543,678
Total expenditure in the local economy was	£ 5,094,269
Total expenditure in the regional economy	£ 515,659

All visitors	Bury St. Edmunds	Regional	Total	%
Accommodation	£ 327,899	£ 21,831	£ 349,730	6%
Retailing	£ 1,013,558	£ 112,331	£ 1,125,889	20%
Catering	£ 2,368,771	£ 258,043	£ 2,626,815	47%
Entertainment	£ 466,670	£ 29,826	£ 496,496	9%
Transport	£ 917,371	£ 93,627	£ 1,010,998	18%
Total all visitors	£ 5,094,269	£ 515,659	£ 5,609,928	100%

How does this spend break down between the different types of visitors and sectors of the economy?

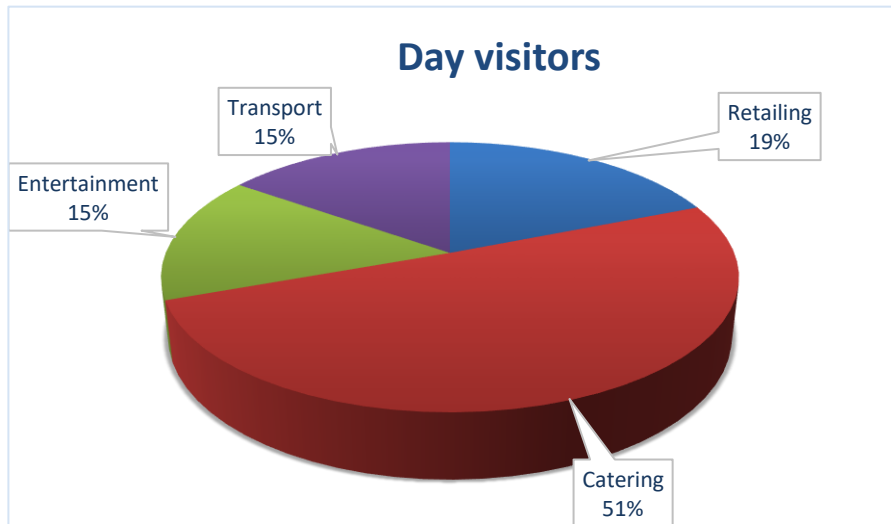
Staying visitors	Bury St. Edmunds	Regional	Total	%
Accommodation	£ 327,899	£ 21,831	£ 349,730	35%
Retailing	£ 191,783	£ 21,023	£ 212,805	20%
Catering	£ 177,371	£ 14,554	£ 191,925	18%
Entertainment	£ 75,348	£ 8,086	£ 83,434	8%
Transport	£ 212,992	£ 15,363	£ 228,355	21%
Total all visitors	£ 985,392	£ 80,857	£ 1,066,250	100%



Direct Impact (Cont.)

Day visitors

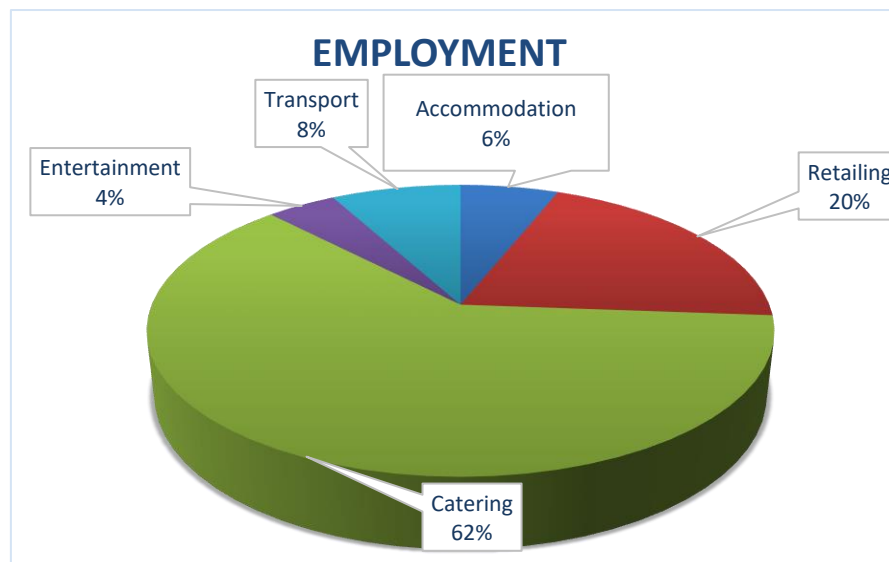
	Bury St. Edmunds	Regional	Total	%
Retailing	£821,775	£91,308	£913,084	20%
Catering	£2,191,401	£243,489	£2,434,890	54%
Entertainment	£391,322	£46,959	£438,280	16%
Transport	£704,379	£31,306	£735,685	16%
Total all visitors	£4,108,877	£434,802	£4,521,938	100%



How many jobs are likely to be created by this income?

All visitors

	Bury St. Edmunds	Regional	Total	%
Accommodation	3.1	0.2	3.3	6%
Retailing	9.7	1.1	10.7	20%
Catering	29.5	3.2	32.8	61%
Entertainment	2.1	0.1	2.3	4%
Transport	3.8	0.4	4.2	8%
Total all visitors	48.3	5.0	53.3	100%



Indirect Impact

What are the indirect impacts?

Indirect impacts are those such as increased spend by suppliers and spending by employees of local / regional businesses arising from visitor expenditure. The former are referred to as 'supply effects' the latter as 'income multiplier'.

Supply Expenditure

The model estimates that:

Total supply expenditure equals:	£ 2,069,771
<i>Local</i> supply expenditure equals:	£ 1,077,879
<i>Regional</i> supply expenditure equals:	£ 991,892

	Bury St. Edmunds	Regional	Total
Staying Visitors	£ 199,753	£ 197,118	£ 396,871
Day visitors	£ 878,126	£ 794,774	£ 1,672,900
All Visitors	£ 1,077,879	£ 991,892	£ 2,069,771

Income Expenditure

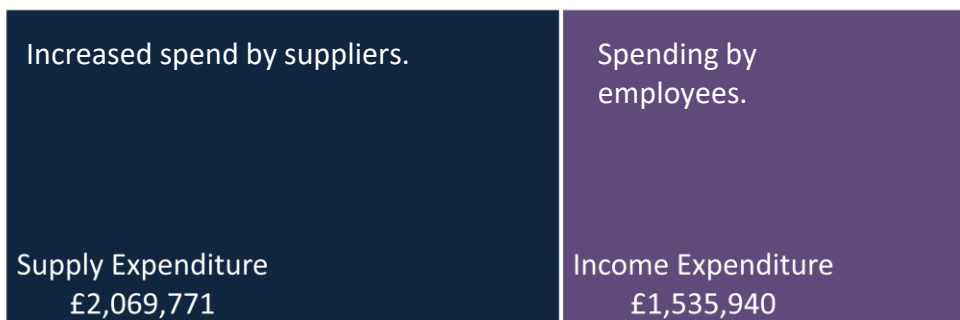
As the numbers of visitors and with it spend in the area increases, so does the amount earned by local people. This creates an increase in what is known as 'income expenditure' as people spend the money earned.

Total income expenditure equals:	£ 1,535,940
<i>Local</i> income expenditure equals:	£ 617,215
<i>Regional</i> income expenditure equals:	£ 918,725

	Bury St. Edmunds	Regional	Total
Staying Visitors	£ 118,515	£ 174,110	£ 292,624
Day visitors	£ 498,700	£ 744,615	£ 1,243,316
All Visitors	£ 617,215	£ 918,725	£ 1,535,940

External Impacts

■ Supply Expenditure ■ Income Expenditure



Total External Impact

What are the total (Gross) external effects?

The total external effects are the sum of the direct and the indirect impacts.

The model estimates that:

Total gross expenditure:	£ 9,215,639
Local gross expenditure:	£ 6,789,363
Regional gross expenditure:	£ 2,426,276

Total gross FTE jobs created or sustained:	120
Local gross FTE jobs created or sustained:	80
Regional gross FTE jobs created or sustained:	40

	Bury St. Edmunds	Regional	Total
Visitor expenditure	£ 5,094,269	£ 515,659	£ 5,609,928
Supplier spend	£ 1,077,879	£ 991,892	£ 2,069,771
Income multiple	£ 617,215	£ 918,725	£ 1,535,940
Total	£ 6,789,363	£ 2,426,276	£ 9,215,639

	Bury St. Edmunds	Regional	Total
Direct jobs	48	5	53
Supplier jobs	20	18	38
Income jobs	11	17	28
Gross FTE jobs	80	40	120

Total External Impacts

■ Visitor expenditure ■ Supplier spend ■ Income multiple



Gross Impacts

What are the total gross effects?

The total gross effects are the sum of the direct (internal impact and visitor spend) and indirect (supply and income) expenditure.

They are calculated using regional tourism statistics derived from surveys such as GBTS, IPS and GBDVS. For example, taking the level of expenditure per trip calculated from the surveys, the model is able to estimate the amount of expenditure generated by visitors.

There is a graduated effect in terms of the impacts of direct, supply and income expenditure. Direct expenditure has the greatest impact locally and the least impact regionally whilst income expenditure has the least effect locally and the most effect at a regional level.

The model estimates that:

Income

Total gross income £ 11,431,021
(internal, visitor, supply and income expenditure)

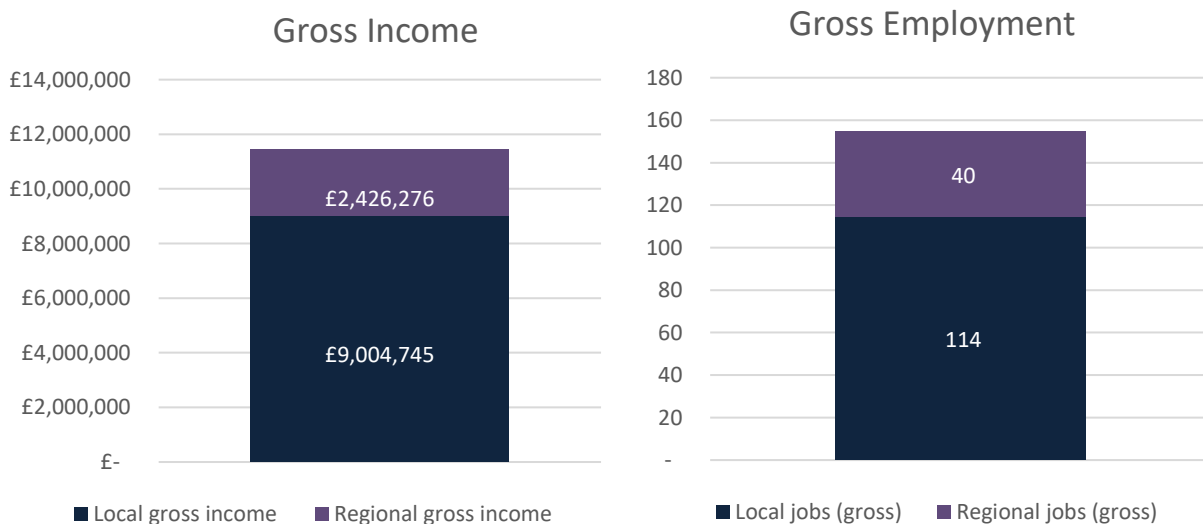
Local gross income £ 9,004,745
Regional gross income £ 2,426,276

Employment

Total gross FTE jobs created or sustained: 155

Local gross FTE jobs created or sustained: 114

Regional gross FTE jobs created or sustained: 40



Net Impact

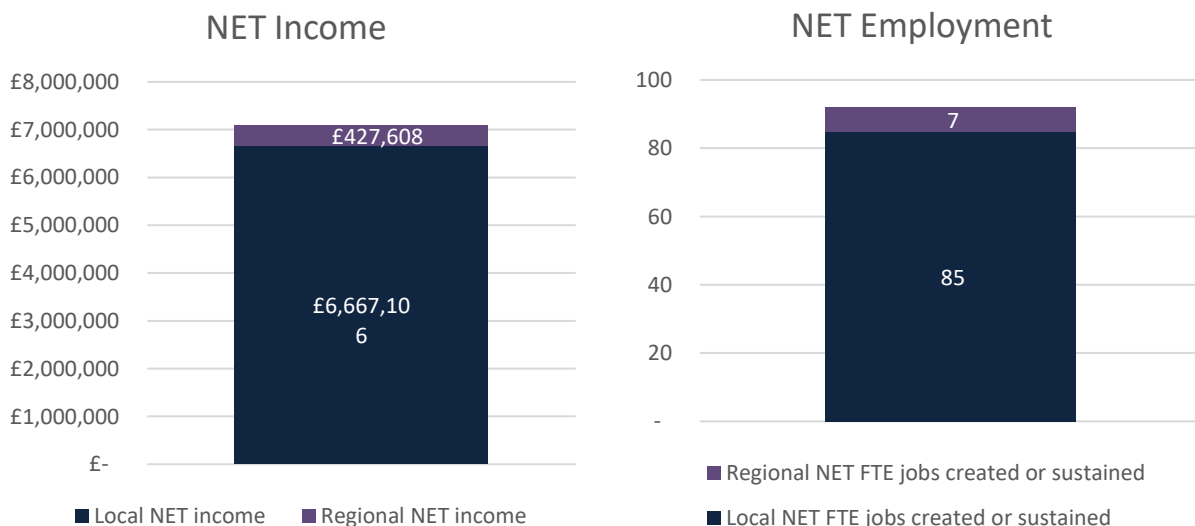
What are the net impacts?

A proportion of the gross activity may have taken place in any case, regardless of presence of The Apex. For example, Bury St Edmunds residents may choose to visit the area anyway, or day visitors might take a trip but choose to do something else within the local area. In these cases, expenditure at the site is merely 'displacing' expenditure from other venues, rather than generating additional spending. Net impacts are the expenditure and employment effects which occur at both the local and regional level which would not have otherwise taken place without the Apex.

The degree to which a venue generates 'displacement' will vary according to the context in which it exists. The day time activity at The Apex is subject to significant levels of displacement in as much as many visitors could've used other catering facilities nearby. However, for the night-time events the displacement effects will be very small in that there are very few venues in the locality of similar nature.

The model estimates that the total net income impact is as follows.

Income	Impact
Total NET income (internal, visitor, supply and income expenditure)	£ 7,094,714
Local NET income	£ 6,667,106
Regional NET income	£ 427,608
Employment	
Total NET FTE jobs created or sustained	92
Local NET FTE jobs created or sustained	85
Regional NET FTE jobs created or sustained	7



Key Terms

Gross Impact

The gross effect is the total impact arising from all expenditure associated with the project (tourism facility / amenity or event) i.e. direct, indirect and induced expenditure. It excludes leakage, deadweight and displacement (explained below).

Direct Expenditure

Direct expenditure refers to the actual amount spent by the operators, developers or organisers of the project (tourism facility / amenity or event) under study, subcontractors and visitors on the following key areas;

Operators, developers and organisers – Investment in creating / building and running the project (tourism facility / amenity or event), which may include hire of site, marketing, security, and other costs including staff costs on travel and subsistence.

Main subcontractors – spend on local contractors and the travel and subsistence costs associated with staffing at the project (tourism facility / amenity or event).

Visitors – spend on accommodation, food and drink, shopping, entertainment, travel and other costs such as charity donations.

All of these components are valid parts of expenditure into the visitor economy and recognise that economic impact goes beyond the more obvious visitor spend.

Indirect Expenditure

Indirect effects arise as a result of businesses in receipt of direct expenditure (including local contractors and local businesses) purchasing supplies and services from suppliers locally and further afield. In turn, there will be subsequent rounds of expenditure as suppliers purchase goods and services from other suppliers and producers, until the expenditure is so remote from the original purchase that it can no longer be clearly traced.

Induced Expenditure

Income induced effects arise as a result of the spending of wages by employees whose jobs are supported directly or indirectly by the visitor expenditure.

What are the net impacts?

This figure refers to the gross impact minus the effects of leakage and displacement. It therefore represents the additional economic activity that would not otherwise happen without the project (tourism facility / amenity or event) taking place.

The net additional impact has to take account of the following factors;

Displacement of other activity at the site which would have generated benefits
Leakage of expenditure out of the region as a result of spending by visitors or suppliers with businesses outside the region.

Displacement

A proportion of the gross activity would have taken place in any case, regardless of the project (tourism facility / amenity or event) under study. For example, perhaps visitors would have visited the area anyway, or day visitors might have taken a trip to the area to do something else within the local area instead. In these cases expenditure at the event is merely 'displacing' expenditure from other attractions in the area, rather than generating additional spending. Net impacts are the expenditure and employment effects which occur at both the local and regional level which would not have otherwise taken place.

The degree to which an event or development generates 'displacement' will vary according to the context in which it is developed. The net effect depends on how far the project is generating additional visitor activity (and expenditure) in the local or regional area which would not have otherwise occurred. The level of additionality will vary depending on the context of the project. A major new event or attraction in an area with no direct competition will have a high level of additionality. By contrast, a smaller development where the majority of visitors are from the local area will have a limited economic impact since most of the expenditure by those visitors would have taken place locally in any case.

Leakage

Leakage refers to direct expenditure spent outside of the area of concern. For the purpose of this study, the key area is the Surrey and the South East of England. The actual leakage will be any expenditure by subcontractors and visitors which falls outside the area (e.g. transport costs).

MULTIPLIER ASSUMPTIONS

Indirect / Induced Multiplier

The collection of information on the indirect and induced effects of the development would have involved extensive and costly additional surveys. Therefore, appropriate local multipliers based on existing data have been used.

The local multiplier, representing the combined effect of indirect and induced expenditure provides a measure of the first round of spending on supplies and the income induced spending within the relevant local authority area. The PRIME model uses a range of multipliers for each of the tourism-related industries involved in the event which have been arrived at using results from business surveys across the region.

As there is no single UK industry-wide standard or guidance, our professional opinion is that this multiplier enables comparison with other regional project (tourism facility / amenity or event). The local multiplier however only captures part of the indirect and induced effects. It does not include;

- Spending on supplies and services with suppliers located outside the region and elsewhere

- Subsequent multiple rounds of supplier business spending

- The impact of investment stimulated by direct and indirect spending

- The income induced effects of these additional economic effects.

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Appendix 2

Apex Budget 2018-19 Budget

Employees	£
Salaries/pension/recruitment	426,021
Premises	
R & M of Buildings	97,000
Electricity	68,303
Gas	4,988
Service Charges (Arc)	132,300
Business Rates	30,900
Bid 4 Bury Charges	1,100
Water Services	6,615
Operational Buildings Recharge - Offices	5,000
Contract Cleaning	35,000
Window Cleaning	2,000
Waste & St. Cleansing - Operational Charge	5,240
Grounds Maintenance - Operational Charge	300
Insurance - Premises	12,704
Annual Contribution to Premises Reserves	177,000
	578,450
Transport	
Car Allowances	1,958
Supplies & Services	
Tools & Equipment - Purchase	25,000
Tools & Equipment - Hire	8,500
Furniture - Purchase & Repairs	6,300
Materials - General	3,000
Purchase of Trees & Plants	500
Catering	1,500
Catering - Hospitality	6,000
Printing Consumables	3,000
Stationery	2,880
Services - Professional Fees (security)	12,000
Services - Fees and Charges (inc Spektrix)	55,000
Telecoms - Landline Call Charges	680
Computing - Purchase of Business Software	2,060
Conference, Seminar & Misc Course Costs	1,000
Subscriptions	400
Accommodation Costs	3,700
Royalty/Performing Rights Society Payments	42,000
Artistes/Performers Fees	724,000
Licence Fees	600
Contributions to Reserves	20,000

	918,120
Third Party Payments	
TPP – Other (inc. sound engineering)	13,000
Support Service Recharges	
Internal support service recharges	118,270
Income	
Other Grants	-6,000
Donations	-19,000
Reimbursement - Utility & Other Costs (Sodexo)	-34,000
Sales - Tickets	-1,019,000
Sales – Other (inc. merchandise & programmes)	-3,315
Sales – Commission (box office commission)	-65,000
Sales - Sodexo concession	-62,424
Fees - Leisure Services (hire income)	-150,000
Fees – Other (inc delivery commission)	-15,300
Financed from Reserves	-111,000
	-1,485,039
TOTAL	570,780

Joint Executive (Cabinet) Committee



Title of Report:	Guildhall and 79 Whiting Street, Bury St Edmunds	
Report No:	CAB/JT/18/010	
Report to and date:	Joint Executive (Cabinet) Committee	25 June 2018
Portfolio holder:	Cllr Joanna Rayner SEBC Portfolio Holder for Leisure and Culture Tel: 07872 456836 Email: Joanna.rayner@stedsbc.gov.uk	
Lead officer:	Alex Wilson Director Tel: 01284 757695 Email: alex.wilson@westsuffolk.gov.uk	
Purpose of report:	To seek authority to complete the governance changes associated with the Guildhall project.	
Recommendation:	It is <u>RECOMMENDED</u> that a Deed of Variation be prepared and signed to enable the transfer of the managing trustee role for the Guildhall and 79 Whiting Street, Bury St Edmunds from St Edmundsbury Borough Council to the Bury St Edmunds Heritage Trust.	
Key Decision: (Check the appropriate box and delete all those that do not apply.)	Is this a Key Decision and, if so, under which definition? Yes, it is a Key Decision - <input type="checkbox"/> No, it is not a Key Decision - <input checked="" type="checkbox"/>	
The decisions made as a result of this report will usually be published within 48 hours and cannot be actioned until five clear working days of the publication of the decision have elapsed. This item is included on the Decisions Plan.		

Consultation:	<ul style="list-style-type: none"> Bury St Edmunds Heritage Trust, Guildhall Feoffment, Portfolio Holder. Consultation on the project itself is managed by the Trust. 		
Alternative option(s):	<ul style="list-style-type: none"> It has already been agreed to transfer the management of the properties to a third party as part of the project, and the options for doing that have been assessed by the Heritage Trust in consultation with its funders and partners, including the Council and Guildhall Feoffment. 		
Implications:			
Are there any financial implications? <i>If yes, please give details</i>	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> <ul style="list-style-type: none"> There are no new financial implications to report in relation to this decision. 		
Are there any staffing implications? <i>If yes, please give details</i>	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> <ul style="list-style-type: none"> 		
Are there any ICT implications? <i>If yes, please give details</i>	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> <ul style="list-style-type: none"> 		
Are there any legal and/or policy implications? <i>If yes, please give details</i>	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> <ul style="list-style-type: none"> Deed of Variation to be prepared. 		
Are there any equality implications? <i>If yes, please give details</i>	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> <ul style="list-style-type: none"> 		
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)
Community management transfer not achieved as agreed at outset of project	Low	Continue to support project including governance changes. Prepare Deed of Variation.	Low
Role is transferred to an inappropriate third party	Low	Project partners assess options and seek advice, and ensure necessary governance is in place in receiving body.	Low
Charity Commission do not agree to transfer	Low	Seek advice of the Commission on the method of transfer	Low
Ward(s) affected:			
Principally Abbeygate (but indirectly all wards)			
Background papers: <i>(all background papers are to be published on the website and a link included)</i>			
Cabinet reports: <ul style="list-style-type: none"> D333 – 27 March 2013 CAB/SE/16/028 -14 June 2016 CAB/SE/17/060 – 14 November 2017 			
Documents attached:			
None			

1. Key issues and reasons for recommendation(s)

- 1.1 In 2013, the Council formed a partnership, through a Memorandum of Understanding (MOU), with the Bury St Edmunds Heritage Trust Limited (BSEHT) and Guildhall Feoffment Trust to deliver a project to restore the Guildhall and establish it as an exhibition and heritage centre.
- 1.2 The project has been extremely successful and is now nearly complete; the Guildhall will be reopening to the public in July 2018.
- 1.3 The 2013 MOU (reviewed in 2016) provided that, on completion of the project, the managing trustee role for the Guildhall, and the associated property 79 Whiting Street, transfers from the Borough Council to a new management vehicle. The properties are already owned by the Guildhall Feoffment Trust but, under the terms of an 1894 charity scheme, the Borough Council is the managing trustee. One of the aims of the project has always been to transfer management of the properties to the community and, as it is clear when the project will be completed, it is appropriate to put in place the necessary steps to effect that transfer of role.
- 1.4 Having taken advice, including from the project funders, the BSEHT has concluded that it is best placed to take on the managing trustee role itself, since it is already constituted to do so, which means a new charity or equivalent does not need to be formed. This means that, under the terms of the 2013 MOU, the BSEHT will perform the envisaged role of "Guildhall Management Company". The BSEHT will review its governance arrangements to reflect the new responsibilities, and has already employed a manager and other staff to run the new facility day-to-day. Its business plan for the new centre was rigorously tested through funding applications.
- 1.5 As the two parties to the 1894 Scheme, the Council has met with the Guildhall Feoffment to discuss the transfer, and the Feoffment is also supportive of the BSEHT's proposal. All three bodies involved have also previously passed formal resolutions to approve the principle of the transfer.
- 1.6 However, when the matter was last considered by Cabinet in November 2017 it was believed that a formal application would have to be made to the Charity Commission to effect the transfer, as it involved amending the original charity scheme. Subsequently the Commission has advised that the rules regarding amending schemes are the same as amending the governing document of any other unincorporated charity. As such, all unincorporated charities can use the statutory power of amendment (section 280 of the Charities Act 2011) to amend their administrative provisions. The Commission is now clear that this includes amending trustee provisions and this includes using the power to change and appoint the charity's trustee or trustees.
- 1.7 Accordingly, to formalise the transfer it is suggested that a simple Deed of Variation to the 1894 scheme is prepared and signed with the other two parties.
- 1.8 Pending that being completed, the BSEHT will occupy and operate the two properties under licence from the Council in accordance with the terms of the original Memorandum of Understanding.

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Forest Heath District Council

CAB/JT/18/011

Decisions Plan

Key Decisions and other executive decisions to be considered

Date: 1 June 2018 to 31 March 2019

Publication Date: 25 May 2018

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 March 2019. 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
All expected decisions listed below are intended to be taken by the Joint Executive (Cabinet) Committee, unless specified otherwise								
26/06/18	Data Protection Policy In light of changes required due to the introduction of the new General Data Protection Regulations, the Cabinet will be asked to consider a revised Data Protection Policy, which has been jointly produced with St Edmundsbury Borough Council.	Not applicable	(D)	Joint Executive (Cabinet) Committee	Ruth Bowman J.P. Future Governance 07966 373063	Leah Mickleborough Data Protection Officer 01284 757162	All Wards	Report to Joint Executive (Cabinet) Committee
26/06/18	West Suffolk Growth Investment Strategy - Energy Framework Within the West Suffolk Growth Investment Strategy, which was adopted in February 2018, reference was made to a number of opportunities linked to energy and recognised " <i>there is great scope to invest in energy and infrastructure to not</i>	Not applicable	(D)	Joint Executive (Cabinet) Committee	Lance Stanbury Planning and Growth 07970 947704	David Collinson Assistant Director (Planning & Regulatory) 01284 757306	All Wards	Report to Joint Executive (Cabinet) Committee, including Energy Framework

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
All expected decisions listed below are intended to be taken by the Joint Executive (Cabinet) Committee, unless specified otherwise								
	<p><i>only get an economic and financial return, but social benefits too."</i></p> <p>The proposed Energy Framework provides detail around that ambition and set out the policy context for investing in energy and within the local context for West Suffolk.</p> <p>The proposed Energy Framework provides detail around that ambition and set out the policy context for investing in energy and within the local context for West Suffolk.</p>							
26/06/18 <i>(Deferred from 03/04/18)</i>	<p>Homelessness Reduction Strategy</p> <p>The Homelessness Act 2002 requires all councils to review and produce a new Homelessness Strategy at least every</p>	Not applicable	(KD)	Joint Executive (Cabinet) Committee	Sara Mildmay-White West Suffolk Lead for Housing 01359 270580	Davina Howes Assistant Director (Families and Communities) 01284 757070	All Wards	Report to Joint Executive (Cabinet) Committee with draft policy, overview of

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
All expected decisions listed below are intended to be taken by the Joint Executive (Cabinet) Committee, unless specified otherwise								
	<p>five years. A review of the existing Strategy is due in 2018.</p> <p>In addition to this, the Homelessness Reduction Act 2017 comes into force in April 2018 and there are a number of fundamental changes to legislation and additional duties that will need to be reflected in a new Homelessness Strategy for West Suffolk.</p> <p>The draft Strategy will have previously been considered by the FHDC and SEBC Overview and Scrutiny Committees.</p>							the existing Homelessness Strategy review and results of the consultation
26/06/18	<p>West Suffolk Annual Report 2017/2018</p> <p>Following scrutiny by the Overview and Scrutiny Committee, the Cabinet will be asked to consider</p>	Not applicable	(D)	Joint Executive (Cabinet) Committee	James Waters Leader of the Council 07771 621038	Davina Howes Assistant Director (Families and Communities) 01284 757070	All Wards	Report to Joint Executive (Cabinet) Committee

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
All expected decisions listed below are intended to be taken by the Joint Executive (Cabinet) Committee, unless specified otherwise								
	the West Suffolk Annual Report 2017/2018, which has been jointly produced with St Edmundsbury Borough Council.							
24/07/18 <i>(Deferred from 22/05/18)</i>	Custom and Self Build Interim Policy Statement The Cabinet will be asked to agree an Interim Policy Statement which will be used to assess whether or not an application for self/custom build should be granted planning permission and how the West Suffolk Councils (Forest Heath and St Edmundsbury) plan to meet the self/custom build demand in West Suffolk.	Not applicable	(D)	Joint Executive (Cabinet) Committee	Sara Mildmay-White West Suffolk Lead for Housing 01359 270580	Julie Baird Assistant Director (Growth) 01284 757613 Simon Phelan Service Manager (Strategic Housing) 01638 719440	All Wards	Report to Joint Executive (Cabinet) Committee, including Interim Policy Statement

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
All expected decisions listed below are intended to be taken by the Joint Executive (Cabinet) Committee, unless specified otherwise								
24/07/18	Revenues Collection and Performance Write-Offs The Cabinet will be asked to consider writing-off outstanding debts detailed in the exempt Appendices.	Paragraphs 1 and 2	(KD)	Joint Executive (Cabinet) Committee	Stephen Edwards Resources and Performance 07904 389982	Rachael Mann Assistant Director (Resources and Performance) 01638 719245	All Wards	Report to Joint Executive (Cabinet) Committee, with exempt Appendices
	Housing Ten Unit Threshold This item has been removed from the Decisions Plan for the foreseeable future until a new approval				Sara Mildmay-White West Suffolk Lead for Housing 01359 270580	Julie Baird Assistant Director (Growth) 01284 757613 Simon Phelan Service Manager (Strategic Housing) 01638 719440		
04/09/18 (Deferred from 26/06/18)	Mildenhall Hub Following procurement and further design, the Cabinet will be provided with an update and will be asked	Not applicable	(R) - Council 26/09/18 (as appropriate)	Joint Executive (Cabinet) Committee / Council	James Waters Leader of the Council 07771 621038	Alex Wilson Director 01284 757695	All Wards, but principally Mildenhall and the surrounding areas	Report to Joint Executive (Cabinet) Committee, with

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
All expected decisions listed below are intended to be taken by the Joint Executive (Cabinet) Committee, unless specified otherwise								
	to sign-off the final capital and revenue budgets for the Mildenhall Hub project before delivery begins.							recommendations to Council
04/09/18	<p>Annual Treasury Management Report 2018/2019 and Investment Activity 1 April to 30 June 2018</p> <p>The Cabinet will be asked to consider the recommendations of the Performance and Audit Scrutiny Committee regarding the seeking of approval for the Annual Treasury Management Report for 2018/2019, which summarised the investment activities for the period 1 April to 30 June 2018.</p>	Not applicable	(R) - Council 26/09/18	Joint Executive (Cabinet) Committee / 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 Joint Executive (Cabinet) Committee 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
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All expected decisions listed below are intended to be taken by the Joint Executive (Cabinet) Committee, unless specified otherwise

06/11/18 <i>(Deferred from 02/10/18)</i>	<p>Review of the West Suffolk Housing Strategy</p> <p>The West Suffolk Housing Strategy is due to be reviewed in 2018. Through the review of the Housing Strategy, there will be the opportunity to reflect priorities, actions and projects set out in the recently adopted Strategic Plan 2018-2020. Furthermore, there are a number of additional changes to housing legislation that will be reflected in the Housing Strategy.</p> <p>The draft Strategy will have previously been considered by the FHDC and SEBC Overview and Scrutiny Committees.</p>	Not applicable	(R) - Council 21/11/18	Joint Executive (Cabinet) Committee / Council	Sara Mildmay-White West Suffolk Lead for Housing 01359 270580	Davina Howes Assistant Director (Families and Communities) 01284 757070 David Collinson Assistant Director (Planning and Growth) 01284 757306 Julie Baird Assistant Director (Growth) 01284 757613	All Wards	Report to Joint Executive (Cabinet) Committee with draft Strategy, overview of existing Housing Strategy review and results of consultation
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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
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All expected decisions listed below are intended to be taken by the Joint Executive (Cabinet) Committee, unless specified otherwise

06/11/18 <i>(Deferred from 02/10/18)</i>	West Suffolk Joint Tenancy Strategy The Localism Act (2011) introduced a duty for local authorities to produce a Tenancy Strategy. The Cabinet will be asked to consider a Strategy which outlines both the West Suffolk Councils' (Forest Heath and St Edmundsbury) and Registered Providers' approach to issues which affect tenants living in West Suffolk, including the management and allocation of affordable housing.	Not applicable	(R) - Council 21/11/18	Joint Executive (Cabinet) Committee / Council	Sara Mildmay-White West Suffolk Lead for Housing 01359 270580	Julie Baird Assistant Director (Growth) 01284 757613 Simon Phelan Service Manager (Strategic Housing) 01638 719440	All Wards	Report to Joint Executive (Cabinet) Committee, including Tenancy Strategy
06/11/18	Revenues Collection and Performance Write-Offs The Cabinet will be asked to consider writing-off outstanding debts detailed	Paragraphs 1 and 2	(KD)	Joint Executive (Cabinet) Committee	Stephen Edwards Resources and Performance 07904 389982	Rachael Mann Assistant Director (Resources and Performance) 01638 719245	All Wards	Report to Joint Executive (Cabinet) Committee

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
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All expected decisions listed below are intended to be taken by the Joint Executive (Cabinet) Committee, unless specified otherwise

	in the exempt Appendices.							
11/12/18 <i>(Deferred from 04/09/18)</i>	<p>West Suffolk Joint Affordable Housing Supplementary Planning Document (SPD)</p> <p>The Affordable Housing Supplementary Planning Document (SPD) provides additional guidance to Core Strategy Policies CS5 (St Edmundsbury Borough Council) and CS9 (Forest Heath District Council) 'Affordable Housing' to ensure that applicants and developers have a clear understanding of affordable housing requirements when considering the submission of a planning application. The Cabinet will be asked to recommend to Council approval of this SPD.</p>	Not applicable	(R) - Council 19/12/18	Joint Executive (Cabinet) Committee / Council	Sara Mildmay-White West Suffolk Lead for Housing 01359 270580	Julie Baird Assistant Director 9growth) 01284 757613 Simon Phelan Service Manager (Strategic Housing) 01638 719440	All Wards	Report to Joint Executive (Cabinet) Committee, including Supplementary Planning Document

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
All expected decisions listed below are intended to be taken by the Joint Executive (Cabinet) Committee, unless specified otherwise								
11/12/18	Applications for Community Chest Grant Funding 2018/2019 The Cabinet will be asked to consider applications in respect of Community Chest funding for the 2019/2020 year.	Not applicable	(KD) - Applications for the 2020/2021 year and beyond are also subject to the budget setting process	Joint Executive (Cabinet) Committee	Robin Millar Families and Communities 07545 423782	Davina Howes Assistant Director (Families and Communities) 01284 757070	All Wards	Report to Joint Executive (Cabinet) Committee
11/12/18	Treasury Management Report 2018/2019 Investment Activity (1 April to 30 September 2018) The Cabinet will be asked to recommend to Council, the approval of the Treasury Management Report 2018-2019 which summarised the investment activity for the period 1 April to 30 September 2018.	Not applicable	(R) - Council 19/12/18	Joint Executive (Cabinet) Committee / 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 Joint Executive (Cabinet) Committee 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
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All expected decisions listed below are intended to be taken by the Joint Executive (Cabinet) Committee, unless specified otherwise

11/12/18 <i>(Deferred from 02/10/18)</i>	Asset Management Strategy and Asset Management Plan The Cabinet will be asked to consider the recommendations of the Overview and Scrutiny Committee regarding the adoption of a new Asset Management Strategy and associated Asset Management Plan, which has been produced jointly with St Edmundsbury Borough Council.	Possible Exempt Appendices: Paragraph 3	(R) - Council 19/12/18	Joint Executive (Cabinet) Committee / Council	Lance Stanbury Planning and Growth 07970 947704	Julie Baird Assistant Director (Growth) 01284 757613	All Wards	Recommendations of the Overview and Scrutiny Committee to Joint Executive (Cabinet) Committee and Council with the possibility of Exempt Appendices.
11/12/18 <i>(Deferred from 22/05/18)</i>	Street Vending and Trading Policy The Cabinet will be asked to consider a revised street vending and trading policy. Consultation will take place with the Licensing and Regulatory Committee on the proposed content of the policy.	Not applicable	(D)	Joint Executive (Cabinet) Committee	Lance Stanbury Planning and Growth 07970 947704	Peter Gudde Service Manager (Environment and Regulation) 01284 757042	All Wards	Report to Joint Executive (Cabinet) Committee, with revised policy

Expected Decision Date	Subject and Purpose of Decision	Reason for taking item in private (see Note 1 for relevant exempt paragraphs)	Decision (D), Key Decision (KD) or Rec (R) to Council on date (see Note 2 for Key Decision definitions)	Decision Taker (see Note 3 for membership)	Portfolio Holder Contact Details	Lead Officer Contact Details	Wards Affected	Documents to be submitted
All expected decisions listed below are intended to be taken by the Joint Executive (Cabinet) Committee, unless specified otherwise								
05/02/19	Treasury Management Report 2018/2019 - Investment Activity (1 April to 31 December 2018) The Cabinet will be asked to recommend to Council, the approval of the Treasury Management Report 2018-2019 which summarised the investment activity for the period 1 April to 31 December 2018.	Not applicable	(R) - Council 20/02/19	Joint Executive (Cabinet) Committee / 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 Joint Executive (Cabinet) Committee and Council
12/03/19	Revenues Collection and Performance Write-Offs The Cabinet will be asked to consider writing-off outstanding debts detailed in the exempt Appendices.	Paragraphs 1 and 2	(KD)	Joint Executive (Cabinet) Committee	Stephen Edwards Resources and Performance 07904 389982	Rachael Mann Assistant Director (Resources and Performance) 01638 719245	All Wards	Report to Joint Executive (Cabinet) Committee

NOTE 1: DEFINITIONS OF EXEMPT INFORMATION: RELEVANT PARAGRAPHS

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

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

PART 1

DESCRIPTIONS OF EXEMPT INFORMATION: ENGLAND

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

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

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

NOTE 2: KEY DECISION DEFINITIONS

Key decisions are:

- (a) A key decision means an executive decision which, pending any further guidance from the Secretary of State, is likely to:
 - (i) Be significant in terms of its effects on communities living or working in an area in the Borough/District; or
 - (ii) Result in any new expenditure, income or savings of more than £100,000 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 Forest Heath Cabinet and their Portfolios:

Cabinet Member	Portfolio
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 Joint Executive (Cabinet) Committee:

Authority	Cabinet Member	Portfolio
Forest Heath District Council	Councillor James Waters Councillor Robin Millar Councillor David Bowman Councillor Ruth Bowman J.P. Councillor Andy Drummond Councillor Stephen Edwards Councillor Lance Stanbury	Leader of the Council Deputy Leader of the Council/ Families and Communities Portfolio Holder for Operations Portfolio Holder for Future Governance Portfolio Holder for Leisure and Culture Portfolio Holder for Resources and Performance Portfolio Holder for Planning and Growth
St Edmundsbury Borough Council	Councillor John Griffiths Councillor Sara Mildmay-White Councillor Carol Bull Councillor Robert Everitt Councillor Ian Houlder Councillor Alaric Pugh Councillor Joanna Rayner Councillor Peter Stevens	Leader of the Council Deputy Leader of the Council/Housing Portfolio Holder for Future Governance Portfolio Holder for Families and Communities Portfolio Holder for Resources and Performance Portfolio Holder for Planning and Growth Portfolio Holder for Leisure and Culture Portfolio Holder for Operations

(c) **Membership of the Anglia Revenues Partnership Joint Committee (Breckland Council, East Cambridgeshire District Council, Fenland District Council, Forest Heath District Council, Suffolk Coastal District Council, St Edmundsbury Borough Council and Waveney District Council** (Membership: one Member/two Substitutes per Authority)

Full Breckland Cabinet Member	Full East Cambridgeshire District Council Cabinet Member	Full Fenland District Council Cabinet Member	Full Forest Heath District Council Cabinet Member	Full Suffolk Coastal District Council Cabinet Member	Full St Edmundsbury Borough Council Cabinet Member	Full Waveney District Council Cabinet Member
Cllr Paul Classen	Cllr David Ambrose-Smith	Cllr Chris Seaton	Cllr Stephen Edwards	Cllr Richard Kerry (Chairman)	Cllr Ian Houlder	Cllr Bruce Provan (Vice Chairman)
Substitute Breckland Cabinet Members	Substitute East Cambridgeshire District Council Cabinet Members	Substitute Fenland District Council Cabinet Members	Substitute Forest Heath District Council Cabinet Members	Substitute Suffolk Coastal District Council Cabinet Members	Substitute St Edmundsbury Borough Council Cabinet Members	Substitute Waveney District Council Cabinet Members
Cllr Sam Chapman-Allen	Cllr Lis Every	Cllr John Clark	Cllr James Waters	Cllr Stuart Lawson	Cllr Sara Mildmay-White	Cllr Mark Bee
Cllr William Nunn	Cllr Julia Huffer	Cllr Will Sutton	Cllr David Bowman	Cllr Ray Herring	Cllr Robert Everitt	Cllr Chris Punt

Jennifer Eves
Assistant Director (HR, Legal and Democratic Services)
Date: 25 May 2018

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Decisions Plan

Key Decisions and other executive decisions to be considered

Date: 1 June 2018 to 31 March 2019

Publication Date: 25 May 2018

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 March 2019. 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 St Edmundsbury Borough Council, West Suffolk House, Western Way, Bury St Edmunds, Suffolk, IP33 3YU.

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
All expected decisions listed below are intended to be taken by the Joint Executive (Cabinet) Committee, unless specified otherwise								
26/06/18 (NEW) Page 352	Investing in our Commercial Asset Portfolio The Cabinet will be asked to recommend to Council in private session regarding the proposed acquisition of property, adding to the Council's commercial asset portfolio. Details cannot be revealed as they could compromise negotiations and identify individuals causing prejudice to the Council and third parties.	Exempt	(R) – Council 17/07/18	Joint Executive (Cabinet) Committee / Council	Alaric Pugh, Planning and Growth 07930 460899	Rachael Mann Assistant Director (Resources and Performance) 01638 719245	All Wards	Exempt Report to Joint Executive (Cabinet) Committee with recommendations to Council.
26/06/18 (NEW)	Data Protection Policy In light of changes required due to the introduction of the new General Data Protection Regulations, the Cabinet will be asked to consider a revised Data Protection Policy, which has been	Not applicable	(D)	Joint Executive (Cabinet) Committee	Carol Bull Future Governance 01953 681513	Leah Mickleborough Data Protection Officer 01284 757162	All Wards	Report to Joint Executive (Cabinet) Committee

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
All expected decisions listed below are intended to be taken by the Joint Executive (Cabinet) Committee, unless specified otherwise								
	jointly produced with Forest Heath District Council.							
26/06/18 (NEW) Page 353	The Apex 10 Year Plan The Cabinet will be asked to consider a new 10 year plan regarding the future of the Apex in Bury St Edmunds.	Not applicable	(D)	Joint Executive (Cabinet) Committee	Joanna Rayner Leisure and Culture 07872 456836	Mark Walsh Assistant Director (Operations) 01284 757300 Damien Parker Service Manager (Leisure and Culture) 01284 757090	All Wards	Report to Joint Executive (Cabinet) Committee
26/06/18 (Deferred from 22/05/18)	Guildhall and 79 Whiting Street, Bury St Edmunds Following previous approval given in November 2017 to proceed with making an application to the Charity Commission to seek an amendment to the existing charity scheme in respect of the transfer of the managing trustee role	Not applicable	(D)	Joint Executive (Cabinet) Committee	Joanna Rayner Leisure and Culture 07872 456836	Alex Wilson Director 01284 757695	All Wards	Report to Joint Executive (Cabinet) Committee

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
All expected decisions listed below are intended to be taken by the Joint Executive (Cabinet) Committee, unless specified otherwise								
Page 354	for the Guildhall and 79 Whiting Street as part of the Guildhall Project, the Cabinet will be asked to adopt any new charity scheme that will arise from that application following due diligence by the other project partners.							
26/06/18	West Suffolk Growth Investment Strategy – Energy Framework Within the West Suffolk Growth Investment Strategy, which was adopted in February 2018, reference was made to a number of opportunities linked to energy and recognised " <i>there is great scope to invest in energy and infrastructure to not only get an economic and financial return but social benefits too.</i> "	Not applicable	(D)	Joint Executive (Cabinet) Committee	Alaric Pugh Planning and Growth 07930 460899	David Collinson Assistant Director (Planning and Regulatory) 01284 757306 Peter Gudde Service Manager (Environmental Health) 01284 757042	All Wards	Report to Joint Executive (Cabinet) Committee including Energy Framework

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
All expected decisions listed below are intended to be taken by the Joint Executive (Cabinet) Committee, unless specified otherwise								
	The proposed Energy Framework provides detail around that ambition and sets out the policy context for investing in energy and within the local context for West Suffolk.							
26/06/18 <i>(Deferred from 27/03/18)</i>	<p>Homelessness Reduction Strategy The Homelessness Act 2002 requires all councils to review and produce a new homelessness strategy at least every five years. A review of the existing strategy is due in 2018.</p> <p>In addition to this, the Homelessness Reduction Act 2017 comes into force in April 2018 and there are a number of fundamental changes to legislation and additional duties that will need to be reflected in a new Homelessness Reduction</p>	Not applicable	(D)	Joint Executive (Cabinet) Committee	Sara Mildmay-White Housing 01359 270580	Davina Howes Assistant Director (Families and Communities) 01284 757070	All Wards	Report to Joint Executive (Cabinet) Committee with draft policy, overview of the existing Homelessness Strategy review and results of the consultation.

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
All expected decisions listed below are intended to be taken by the Joint Executive (Cabinet) Committee, unless specified otherwise								
Page 356	Strategy for West Suffolk, which the Cabinet will be asked to consider and adopt. The draft Strategy will have previously been considered by the FHDC and SEBC Overview and Scrutiny Committees.							
26/06/18	West Suffolk Annual Report 2017/2018 Following scrutiny by the Overview and Scrutiny Committee, the Cabinet will be asked to consider the West Suffolk Annual Report 2017/2018, which has been jointly produced with Forest Heath District Council.	Not applicable	(D)	Joint Executive (Cabinet) Committee	John Griffiths Leader of the Council 07958700434	Davina Howes Assistant Director (Families and Communities) 01284 757070	All Wards	Report to Joint Executive (Cabinet) Committee
24/07/18 (NEW)	Suffolk Business Park The Cabinet will be asked to consider proposed options for Suffolk Business Park in terms of how its development (influenced by the	Possible Exempt Appendices: Paragraph 3	(R) – Council 25/09/18	Joint Executive (Cabinet) Committee / Council	Alaric Pugh, Planning and Growth 07930 460899	Julie Baird Assistant Director (Growth) 01284 757613 Andrea Mayley Service Manager	All Wards	Report to Joint Executive (Cabinet) Committee with recommend-

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
All expected decisions listed below are intended to be taken by the Joint Executive (Cabinet) Committee, unless specified otherwise								
	Borough Council) will support the local economy and local people in the context of the Council's own strategies and policies.					(Economic Development and Growth) 01284 757343		ations to Council and the possibility of exempt appendices.
24/07/18 <i>(Deferred from 17/04/18)</i>	Haverhill Research Park The Cabinet will be asked to consider proposed options for Haverhill Research Park in terms of how its development (influenced by the Borough Council) will support the local economy and local people in the context of the Council's own strategies and policies. This matter will also be presented to the Overview and Scrutiny Committee, prior to approval being sought.	Possible Exempt Appendices: Paragraph 3	(R) – Council 25/09/18	Joint Executive (Cabinet) Committee / Council	Alaric Pugh, Planning and Growth 07930 460899	David Collinson Assistant Director (Planning and Regulatory) 01284 757306 Julie Baird Assistant Director (Growth) 01284 757613 Andrea Mayley Service Manager (Economic Development and Growth) 01284 757343	All Wards	Report to Joint Executive (Cabinet) Committee with recommendations to Council and the possibility of exempt appendices.
24/07/18 <i>(Deferred from</i>	Custom and Self Build Interim Policy Statement	Not applicable	(D)	Cabinet	Sara Mildmay-White Housing	Julie Baird Assistant Director (Growth)	All Wards	Report to Joint Executive

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
All expected decisions listed below are intended to be taken by the Joint Executive (Cabinet) Committee, unless specified otherwise								
22/05/18)	The Cabinet will be asked to agree an Interim Policy Statement which will be used to assess whether or not an application for self/custom build should be granted planning permission and how the West Suffolk Councils (Forest Heath and St Edmundsbury) plan to meet the self/custom build demand in West Suffolk.				01359 270580	01284 757613 Simon Phelan Service Manager (Strategic Housing) 01638 719440		(Cabinet) Committee, including interim Policy Statement.
24/07/18	Revenues Collection Performance and Write Offs The Cabinet will be asked to consider writing-off outstanding debts, as detailed in the exempt appendices.	Exempt Appendices: Paragraphs 1 and 2	(KD)	Joint Executive (Cabinet) Committee	Ian Houlter Resources and Performance 01284 810074	Rachael Mann Assistant Director (Resources and Performance) 01638 719245	All Wards	Report to Joint Executive (Cabinet) Committee with exempt appendices.
04/09/18 (NEW)	Annual Treasury Management Report 2018/2019 and Investment Activity 1	Not applicable	(R) – Council 25/09/18	Joint Executive (Cabinet) Committee /	Ian Houlter Resources and Performance 01284 810074	Rachael Mann Assistant Director (Resources and Performance)	All Wards	Recommendations of the Performance and Audit

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
All expected decisions listed below are intended to be taken by the Joint Executive (Cabinet) Committee, unless specified otherwise								
Page 359	April to 30 June 2018 The Cabinet will be asked to consider the recommendations of the Performance and Audit Scrutiny Committee regarding the seeking approval for the Annual Treasury Management Report for 2018/2019, which summarised the investment activities for the period 1 April to 30 June 2018.			Council		01638 719245		Scrutiny Committee to Joint Executive (Cabinet) Committee and Council.
	Housing Ten Unit Threshold This item has been removed from the Decisions Plan for the foreseeable future until a new approval timeline has been agreed, as required.				Sara Mildmay-White Housing 01359 270580	Julie Baird Assistant Director (Growth) 01284 757613 Simon Phelan Service Manager (Strategic Housing) 01638 719440		
04/09/18 <i>(Deferred)</i>	Future Additional Car Parking Provision, Bury	Possible Exempt Appendices:	(R) – Council 25/09/18	Joint Executive	Alaric Pugh Planning and	Julie Baird Assistant Director	All Wards	Report to Joint

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
All expected decisions listed below are intended to be taken by the Joint Executive (Cabinet) Committee, unless specified otherwise								
from 22/05/18) Page 360	St Edmunds The Cabinet will be asked to consider and recommend to Council, a business case for additional car parking provision in Bury St Edmunds, in accordance with the aspirations set out in the Bury St Edmunds Town Centre Masterplan.	Paragraph 3		(Cabinet) Committee / Council	Growth 07930 460899 Peter Stevens Operations 01787 280284	(Growth) 01284 757613 Sabrina Pfuetzenreuter-Cross Principal Growth Officer 01284 757113		Executive (Cabinet) Committee with possible exempt appendices and recommendations to Council.
02/10/18 (NEW)	Suffolk Business Park In addition to the item due to be considered on 24 July 2018, the Cabinet will be asked to consider further proposed options for Suffolk Business Park in terms of how its development (influenced by the Borough Council) will support the local economy and local people in the context of the Council's own strategies and policies.	Possible Exempt Appendices: Paragraph 3	(R) – Council 30/10/18	Joint Executive (Cabinet) Committee / Council	Alaric Pugh Planning and Growth 07930 460899	Julie Baird Assistant Director (Growth) 01284 757613 Andrea Mayley Service Manager (Economic Development and Growth) 01284 757343	All Wards	Report to Joint Executive (Cabinet) Committee with recommendations to Council and the possibility of 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
All expected decisions listed below are intended to be taken by the Joint Executive (Cabinet) Committee, unless specified otherwise								
02/10/18 <i>(Deferred from 28/03/17)</i> Page 361	Western Way Development Programme The Cabinet will consider an outline business case, including recommendations to Council, in relation to the Western Way Development Programme. A separate proposal (which integrates with this paper) regarding the potential investment in renewable energy schemes may also be considered at this time.	Possible Exempt Appendices: Paragraph 3	(R) – Council 30/10/18	Joint Executive (Cabinet) Committee / Council	Alaric Pugh Planning and Growth 07930 460899	Rachael Mann Assistant Director (Resources and Performance) 01638 719295 Sabrina Pfuetzenreuter-Cross Principal Growth Officer 01284 757113 Peter Gudde Service Manager (Environmental Health) 01284 757042 (renewable energy scheme element)	All Wards	Report to Joint Executive (Cabinet) Committee with recommendations to Council and possibility of Exempt Appendices.
02/10/18	Hargrave Neighbourhood Plan The Cabinet will be asked to consider recommending to Council the adoption of	Not applicable	(R) – Council 30/10/18	Joint Executive (Cabinet) Committee / Council	Alaric Pugh Planning and Growth 07930 460899	Julie Baird Assistant Director (Growth) 01284 757613	Wickham-brook	Report to Joint Executive (Cabinet) Committee

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
All expected decisions listed below are intended to be taken by the Joint Executive (Cabinet) Committee, unless specified otherwise								
	the Neighbourhood Plan for Hargrave, which has been subject to public referendum.					Marie Smith Service Manager (Planning Strategy) 01638 719260		with recommendations to Council.
06/11/18 <i>(Deferred from 26/06/18)</i>	<p>Review of West Suffolk's Housing Strategy West Suffolk's Housing Strategy 2014 is due to be reviewed in 2018. Through the review of the Housing Strategy, the opportunity to reflect priorities, actions and projects set out in the recently adopted West Suffolk Strategic Framework 2018-2020 will be taken. Furthermore, there are a number of additional duties and fundamental changes to housing legislation that will be reflected in the Housing Strategy.</p>	Not applicable	(R) – Council 20/11/18	Joint Executive (Cabinet) Committee / Council	Sara Mildmay-White Housing 01359 270580	Davina Howes Assistant Director (Families and Communities) 01284 757070 David Collinson Assistant Director (Planning and Regulatory) 01284 757306 Julie Baird Assistant Director (Growth) 01284 757613	All Wards	Report to Joint Executive (Cabinet) Committee with draft Strategy, overview of existing Housing Strategy review and results of consultation.

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
All expected decisions listed below are intended to be taken by the Joint Executive (Cabinet) Committee, unless specified otherwise								
	The draft Strategy will have previously been considered by the FHDC and SEBC Overview and Scrutiny Committees.							
06/11/18 <i>(Defered from 26/06/18)</i>	West Suffolk Joint Tenancy Strategy The Localism Act (2011) introduced a duty for Local Authorities to produce a Tenancy Strategy. The Strategy outlines both the West Suffolk Councils' (Forest Heath and St Edmundsbury) and Registered Providers' approach to issues which affect tenants living in West Suffolk, including the management and allocation of affordable housing.	Not applicable	(D)	Joint Executive (Cabinet) Committee	Sara Mildmay-White Housing 01359 270580	Julie Baird Assistant Director (Growth) 01284 757613 Simon Phelan Service Manager (Strategic Housing) 01638 719440	All Wards	Report to Joint Executive (Cabinet) Committee, including Tenancy Strategy
06/11/18	Revenues Collection Performance and Write Offs	Exempt Appendices: Paragraphs 1 and	(KD)	Joint Executive (Cabinet)	Ian Houlder Resources and Performance	Rachael Mann Assistant Director (Resources and	All Wards	Report to Joint Executive

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
All expected decisions listed below are intended to be taken by the Joint Executive (Cabinet) Committee, unless specified otherwise								
	The Cabinet will be asked to consider writing-off outstanding debts, as detailed in the exempt appendices.	2		Committee	01284 810074	Performance) 01638 719245		(Cabinet) Committee with exempt appendices.
11/12/18 <i>(Deferred from 18/06/18)</i>	West Suffolk Joint Affordable Housing Supplementary Planning Document The Affordable Housing supplementary planning document (SPD) provides additional guidance to Core Strategy Policies CS5 (St Edmundsbury Borough Council) and CS9 (Forest Heath District Council) 'Affordable Housing' to ensure that applicants and developers have a clear understanding of affordable housing requirements when considering submission of a planning application. The Cabinet will be asked to recommend to Council	Not applicable	(R) – Council 18/12/18	Joint Executive (Cabinet) Committee / Council	Sara Mildmay-White Housing 01359 270580	Julie Baird Assistant Director (Growth) 01284 757613 Simon Phelan Service Manager (Strategic Housing) 01638 719440	All Wards	Report to Joint Executive (Cabinet) Committee, including Supplementary Planning Document

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
All expected decisions listed below are intended to be taken by the Joint Executive (Cabinet) Committee, unless specified otherwise								
	approval of this SPD.							
11/12/18 (NEW) Page 365	Applications for Community Chest Grant Funding 2018/2019 The Cabinet will be asked to consider recommendations of the Grant Working Party in respect of applications for Community Chest funding for the 2019/2020 year.	Not applicable	(KD) - Applications for the 2020/2021 year and beyond are also subject to the budget setting process	Joint Executive (Cabinet) Committee	Robert Everitt Families and Communities 01284 769000	Davina Howes Assistant Director (Families and Communities) 01284 757070	All Wards	Recommendations from the Grant Working Party to Joint Executive (Cabinet) Committee.
11/12/18 (NEW)	Treasury Management Report 2018/2019 – Investment Activity (1 April to 30 September 2018) The Cabinet will be asked to recommend to Council, the approval of the Treasury Management Report 2018-2019 which summarised the investment activity for the period 1 April to 30 September 2018.	Not applicable	(R) - Council 18/12/18	Joint Executive (Cabinet) Committee / Council	Ian Houlder Resources and Performance 01284 810074	Rachael Mann Assistant Director (Resources and Performance) 01638 719245	All Wards	Recommendations of the Performance and Audit Scrutiny Committee to Joint Executive (Cabinet) Committee 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
All expected decisions listed below are intended to be taken by the Joint Executive (Cabinet) Committee, unless specified otherwise								
11/12/18 Page 366	Asset Management Strategy and Asset Management Plan The Cabinet will be asked to consider the recommendations of the Overview and Scrutiny Committee regarding the adoption of a new Asset Management Strategy and associated Asset Management Plan, which has been produced jointly with Forest Heath District Council.	Possible Exempt Appendices: Paragraph 3	(R) – Council 18/12/18	Joint Executive (Cabinet) Committee / Council	Alaric Pugh Planning and Growth 07930 460899	Julie Baird Assistant Director (Growth) 01284 757613	All Wards	Recommendations of the Overview and Scrutiny Committee to Joint Executive (Cabinet) Committee and Council with the possibility of Exempt Appendices.
11/12/18 (Deferred from 06/02/18)	Street Vending and Trading Policy The Cabinet will be asked to consider a revised street vending and trading policy. Consultation will take place with the Licensing and Regulatory Committee on the proposed content of the policy.	Not applicable	(D)	Joint Executive (Cabinet) Committee	Alaric Pugh Planning and Growth 07930 460899	Peter Gudde Service Manager (Environmental Health) 01284 757042	All Wards	Report to Joint Executive (Cabinet) Committee with revised policy.

Expected Decision Date	Subject and Purpose of Decision	Reason for taking item in private (see Note 1 for relevant exempt paragraphs)	Decision (D), Key Decision (KD) or Rec (R) to Council on date (see Note 2 for Key Decision definitions)	Decision Taker (see Note 3 for membership)	Portfolio Holder Contact Details	Lead Officer Contact Details	Wards Affected	Documents to be submitted
All expected decisions listed below are intended to be taken by the Joint Executive (Cabinet) Committee, unless specified otherwise								
05/02/19 (NEW) Page 367	Treasury Management Report 2018/2019 – Investment Activity (1 April to 31 December 2018) The Cabinet will be asked to recommend to Council, the approval of the Treasury Management Report 2018-2019 which summarised the investment activity for the period 1 April to 31 December 2018.	Not applicable	(R) - Council 19/02/19	Joint Executive (Cabinet) Committee / Council	Ian Houlter Resources and Performance 01284 810074	Rachael Mann Assistant Director (Resources and Performance) 01638 719245	All Wards	Recommendations of the Performance and Audit Scrutiny Committee to Joint Executive (Cabinet) Committee and Council
12/03/19	Revenues Collection Performance and Write Offs The Cabinet will be asked to consider writing-off outstanding debts, as detailed in the exempt appendices.	Exempt Appendices: Paragraphs 1 and 2	(KD)	Joint Executive (Cabinet) Committee	Ian Houlter Resources and Performance 01284 810074	Rachael Mann Assistant Director (Resources and Performance) 01638 719245	All Wards	Report to Joint Executive (Cabinet) Committee 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 DEFINITION

- (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 £100,000 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:

Cabinet Member	Portfolio
Councillor John Griffiths Councillor Sara Mildmay-White	Leader of the Council Deputy Leader of the Council/ Housing
Councillor Carol Bull Councillor Robert Everitt Councillor Ian Houlder	Portfolio Holder for Future Governance Portfolio Holder for Families and Communities Portfolio Holder for Resources and Performance
Councillor Alaric Pugh Councillor Joanna Rayner Councillor Peter Stevens	Portfolio Holder for Planning and Growth Portfolio Holder for Leisure and Culture Portfolio Holder for Operations

(b) Membership of the Joint Executive (Cabinet) Committee:

Authority	Cabinet Member	Portfolio
St Edmundsbury Borough Council	Councillor John Griffiths Councillor Sara Mildmay-White Councillor Carol Bull Councillor Robert Everitt Councillor Ian Houlder Councillor Alaric Pugh Councillor Joanna Rayner Councillor Peter Stevens	SEBC Leader of the Council SEBC Deputy Leader of the Council/ Housing SEBC Portfolio Holder for Future Governance SEBC Portfolio Holder for Families and Communities SEBC Portfolio Holder for Resources and Performance SEBC Portfolio Holder for Planning and Growth SEBC Portfolio Holder for Leisure and Culture SEBC Portfolio Holder for Operations
Forest Heath District Council	Councillor James Waters Councillor Robin Millar Councillor David Bowman Councillor Ruth Bowman J.P. Councillor Andy Drummond Councillor Stephen Edwards Councillor Lance Stanbury	FHDC Leader of the Council FHDC Deputy Leader of the Council/ Families and Communities FHDC Portfolio Holder for Operations FHDC Portfolio Holder for Future Governance FHDC Portfolio Holder for Leisure and Culture FHDC Portfolio Holder for Resources and Performance FHDC Portfolio Holder for Planning and Growth

(c) **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)**

Full Breckland Cabinet Member	Full East Cambridgeshire District Council Cabinet Member	Full Fenland District Council Cabinet Member	Full Forest Heath District Council Cabinet Member	Full Suffolk Coastal District Council Cabinet Member	Full St Edmundsbury Borough Council Cabinet Member	Full Waveney District Council Cabinet Member
Cllr Paul Claussen	Cllr David Ambrose-Smith	Cllr Chris Seaton	Cllr Stephen Edwards	Cllr Richard Kerry	Cllr Ian Houlder	Cllr Bruce Provan
Substitute Breckland Cabinet Members	Substitute East Cambridgeshire District Council Cabinet Members	Substitute Fenland District Council Cabinet Members	Substitute Forest Heath District Council Cabinet Members	Substitute Suffolk Coastal District Council Cabinet Members	Substitute St Edmundsbury Borough Council Cabinet Members	Substitute Waveney District Council Cabinet Members
Cllr Sam Chapman-Allen	Cllr Lis Every	Cllr John Clark	Cllr James Waters	Cllr Stuart Lawson	Cllr Sara Mildmay-White	Cllr Mark Bee
Cllr William Nunn	Cllr Julia Huffer	Cllr Will Sutton	Cllr David Bowman	Cllr Ray Herring	Cllr Robert Everitt	Cllr Chris Punt

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Jennifer Eves
Assistant Director (HR, Legal and Democratic Services)
Date: 25 May 2018

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

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