

Shadow Executive (Cabinet)

Title:	Agenda														
Date:	Tuesday 27 November 2018														
Time:	6.00 pm														
Venue:	Conference Chamber West (FR1-09) West Suffolk House Western Way Bury St Edmunds IP33 3YU														
Membership:	<p style="text-align: center;">Chairman John Griffiths / James Waters</p> <p style="text-align: center;">Vice Chairman John Griffiths / James Waters</p> <p><u>Conservative Members (15)</u></p> <table style="width: 100%; border: none;"> <tr> <td style="width: 33%;">David Bowman</td> <td style="width: 33%;">Ian Houlder</td> </tr> <tr> <td>Ruth Bowman J.P</td> <td>Sara Mildmay-White</td> </tr> <tr> <td>Carol Bull</td> <td>Robin Millar</td> </tr> <tr> <td>Andy Drummond</td> <td>Joanna Rayner</td> </tr> <tr> <td>Stephen Edwards</td> <td>Lance Stanbury</td> </tr> <tr> <td>Robert Everitt</td> <td>Peter Stevens</td> </tr> <tr> <td>Susan Glossop</td> <td></td> </tr> </table>	David Bowman	Ian Houlder	Ruth Bowman J.P	Sara Mildmay-White	Carol Bull	Robin Millar	Andy Drummond	Joanna Rayner	Stephen Edwards	Lance Stanbury	Robert Everitt	Peter Stevens	Susan Glossop	
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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:	Five Members														
Committee administrator:	<p>Claire Skoyles Democratic Services Officer Tel: 01284 757176 Email: claire.skoyles@westsuffolk.gov.uk</p>														

Public Information

Venue:	West Suffolk House Western Way Bury St Edmunds Suffolk IP33 3YU	Tel: 01284 757176 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 Shadow Council actively welcomes members of the public and the press to attend its meetings and holds as many of its meetings as possible in public.	
Public participation:	Members of the public who live or work in the area of the Shadow Council 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:	West Suffolk House has facilities for people with mobility impairments including a lift and wheelchair accessible WCs. However in the event of an emergency use of the lift is restricted for health and safety reasons. Visitor parking is at the car park at the front of the building and there are a number of accessible spaces.	
Induction loop:	An Induction loop is available for meetings held in the Conference Chamber.	
Recording of meetings:	The Shadow 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 - 6

To confirm the minutes of the meeting held on 18 September 2018 (copy attached).

Part 1 – Public

3. Open Forum

At each Shadow Executive (Cabinet) meeting, up to 15 minutes shall be allocated for questions from and discussion with, non-Shadow Executive 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 area of the Shadow Council 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. Report of the Forest Heath and St Edmundsbury Performance and Audit Scrutiny Committees: 27 September 2018

7 - 10

Report No: **EXC/SA/18/012**

Shadow Executive (Cabinet) Members: Stephen Edwards and Ian Houlder

Chairmen of the Committees: FHDC Cllr Louis Busuttil and SEBC Cllr Sarah Broughton

Lead Officer: Christine Brain

KEY DECISIONS

- 6. Consideration of Community Chest Grant Funding 2019/2020**
- (a) Recommendations for the Allocation of Forest Heath's Community Chest Funding for 2019/2020** **11 - 20**
- Report No: **EXC/SA/18/013**
Shadow Executive (Cabinet) Member: Robin Millar
Lead Officers: Davina Howes and Lucy Pettitt
- (b) Recommendations from St Edmundsbury's Grant Working Party: 5 November 2018: Community Chest Funding - 2019/2020** **21 - 28**
- Report No: **EXC/SA/18/014**
Shadow Executive (Cabinet) Member: Robert Everitt
Lead Officers: Davina Howes and Lucy Pettitt
- (c) Transitional Arrangements for Community Chest And Locality Budgets** **29 - 34**
- Report No: **EXC/SA/18/015**
Shadow Executive (Cabinet) Members: Robert Everitt and Robin Millar
Lead Officers: Davina Howes and Lucy Pettitt

NON-KEY DECISIONS

- 7. Recommendations of the Forest Heath and St Edmundsbury Overview and Scrutiny Committees: 7 and 8 November 2018: Garden Waste Collection Service Review 2018** **35 - 66**
- Report No: **EXC/SA/18/016**
Shadow Executive (Cabinet) Members: David Bowman and Peter Stevens
Chairmen of the Committees: FHDC Cllr Simon Cole and SEBC Cllr Diane Hind
Lead Officers: Mark Walsh and Mark Christie
- 8. Recommendations of the Forest Heath and St Edmundsbury Overview and Scrutiny Committees: 7 and 8 November 2018: Review of Bury St Edmunds Christmas Fayre 2018** **67 - 94**
- Report No: **EXC/SA/18/017**
Shadow Executive (Cabinet) Members: Susan Glossop and Lance Stanbury
Chairmen of the Committees: FHDC Cllr Simon Cole and SEBC Cllr Diane Hind
Lead Officers: Julie Baird and Andrea Mayley

- 9. Council Tax Base for Tax Setting Purposes 2019/2020** **95 - 110**
Report No: **EXC/SA/18/018**
Shadow Executive (Cabinet) Members: Stephen Edwards and Ian Houlder
Lead Officer: Greg Stevenson
- 10. Decisions Plan: 1 November 2018 to 6 May 2019** **111 - 122**
To consider the most recently published version of the Shadow Executive (Cabinet) Decisions Plan.
Report No: **EXC/SA/18/019**
Shadow Executive (Cabinet) Members: John Griffiths and James Waters
Lead Officer: Ian Gallin

Part 2 – Exempt

NONE

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Shadow Executive (Cabinet)



Minutes of a meeting of the **Shadow Executive (Cabinet)** held on **Tuesday 18 September 2018** at **6.22 pm** in the **Conference Chamber West, West Suffolk House, Western Way, Bury St Edmunds, IP33 3YU**

Present: **Councillors**

Chairman John Griffiths (Leader of the Shadow Council)

Vice Chairman James Waters (Deputy Leader of the Shadow Council)

David Bowman
Ruth Bowman J.P.
Carol Bull
Andy Drummond
Stephen Edwards
Robert Everitt

Ian Houlder
Sara Mildmay-White
Robin Millar
Joanna Rayner
Lance Stanbury
Peter Stevens

By invitation:

Sarah Broughton

(Chairman of SEBC's Performance and Audit Scrutiny Committee)

Susan Glossop

SEBC Portfolio Holder for Planning and Growth and pending nominee to the Shadow Executive (Cabinet) (*see minute 13 below*)

In attendance:

Simon Cole

(Chairman of FHDC's Overview and Scrutiny Committee)

13. **Introduction**

Councillor John Griffiths, Leader of the Shadow Council and Chairman, opened the meeting and welcomed those in attendance. As stated during the extraordinary meeting of the Joint Executive (Cabinet) Committee, which had been held immediately prior to this meeting, Members noted that Councillor Alaric Pugh, former SEBC Portfolio Holder for Planning and Growth, had recently and reluctantly taken the decision to resign from SEBC's Cabinet for personal reasons. This also meant that Councillor Pugh had resigned from the Shadow Executive (Cabinet).

Unlike appointments to Forest Heath District or St Edmundsbury Borough Councils' Cabinets, appointments to the Shadow Executive required a vote by the Shadow Council on the nomination. Following her recent appointment to SEBC's Cabinet, thus replacing Councillor Alaric Pugh, Councillor Susan

Glossop would be nominated to be appointed to the Shadow Executive at the Shadow Council meeting on 25 September 2018.

(Note: As the agenda and papers for this meeting had been published prior to Councillor Alaric Pugh's resignation from the Shadow Executive (Cabinet), this had not been reflected on the agenda front.)

14. **Apologies for Absence**

No apologies for absence had been received; however, Councillor Alaric Pugh had recently resigned from the Shadow Executive (Cabinet) after the agenda and papers had been published for this meeting.

15. **Minutes**

The minutes of the meeting held on 10 July 2018 were confirmed as a correct record and signed by the Chairman.

16. **Open Forum**

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

17. **Public Participation**

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

18. **Report of the Forest Heath and St Edmundsbury Performance and Audit Scrutiny Committees: 25 July 2018 (Report No: EXC/SA/18/008)**

The Shadow Executive (Cabinet) received and noted the above report, which informed Members of the following substantive items discussed by FHDC's and SEBC's Performance and Audit Scrutiny Committees during an informal joint meeting held on 25 July 2018:

- (1) Approach to Delivering a Sustainable West Suffolk Budget 2019-2020 and Medium Term Plan; and
- (2) Appointment of External Auditors for West Suffolk Council.

Councillor Sarah Broughton, Chairman of SEBC's Performance and Audit Scrutiny Committee drew relevant issues to the attention of the Joint Committee, including that a separate report was on this Shadow Executive (Cabinet) for Item (2) above.

19. **Recommendations of the Forest Heath and St Edmundsbury Performance and Audit Scrutiny Committees: 25 July 2018: Arrangements for Appointment of External Auditors for the West Suffolk Council and West Suffolk Shadow Authority (Report No: EXC./SA/18/009)**

The Shadow Executive (Cabinet) considered the above report which sought approval for arrangements for the external audit of the accounts for the Shadow Authority and for West Suffolk Council.

The new West Suffolk Council was required to confirm its external audit arrangements to appoint a local auditor to audit its accounts for 2019/2020. Forest Heath District and St Edmundsbury Borough Councils had previously in 2016, agreed to 'opt-in' to the Public Sector Audit Appointments (PSAA) audit arrangements; however, as these arrangements could not transition across to West Suffolk Council, the Performance and Audit Scrutiny Committees had recommended to the Shadow Executive (Cabinet) and Shadow Council that the Councils' present commitment to option 3, which was to 'opt-in' to the PSAA arrangements, should be reaffirmed.

Officers, in consultation with the Chairmen of FHDC's and SEBC's Performance and Audit Scrutiny Committees, had also recommended proposed arrangements for auditing the accounts of the West Suffolk Shadow Authority (WSSA). The WSSA met the criteria of a 'smaller authority' and following consideration of alternative options, as set out in Attachment A to the report, officers had considered that opting-in to the Smaller Authorities' Audit Appointments scheme would be the most cost-efficient route whilst also providing a well-established audit regime.

Councillor Ian Houlder, one of the Shadow Executive Members with the responsibility for Resources and Performance, drew relevant issues to the attention of the Shadow Executive (Cabinet). Councillor Stephen Edwards, the other Shadow Executive Member with the responsibility for Resources and Performance, acknowledged the work of the officers in managing to secure a pragmatic and extremely cost effective method for auditing the accounts for the Shadow Authority.

Therefore, it was:

RECOMMENDED TO SHADOW COUNCIL (25 September 2018):

That:

West Suffolk Council

- (1) Option 3, to 'opt-in' to the sector led body (Public Sector Audit Appointments Limited) for the independent appointment of the Council's External Auditor, beginning with responsibilities for the financial year 2019-2020, as set out in Report Nos: PAS/SE/18/025 and PAS/FH/18/024, be approved.

West Suffolk Shadow Authority

- (2) Agreement be given for the External Audit of the West Suffolk Shadow Authority Accounts to be prepared under the Smaller Authority audit procedures, as set out in Attachment A of Report No: EXC/SA/18/009; and
- (3) approval be given for the S151 Officer to write to the Smaller Authorities' Audit Appointments (SAAA) informing them that the West Suffolk Shadow Authority would like to be treated as 'opted

in' to the smaller authorities scheme and as such the auditor would be PKF Littlejohn (the appointees for Suffolk).

20. **Transfer of Joint Policies to West Suffolk Council (Report No: EXC/SA/18/010)**

The Shadow Executive (Cabinet) considered the above report, which sought approval for transferring the existing suite of joint policies adopted by Forest Heath District and St Edmundsbury Borough Councils to West Suffolk Council, together with giving delegated authority for officers to make minor drafting changes to existing and additional joint policies due to be adopted between September 2018 and 31 March 2019.

Whilst the consequential Order would effectively enable the transfer the existing joint policies, frameworks and guidance of Forest Heath District and St Edmundsbury Borough Councils to West Suffolk Council from 1 April 2019, best practice suggested that the Shadow Authority should proactively consider and confirm its support to the process being followed, as set out in the report.

The majority of policies that governed the work of Forest Heath District and St Edmundsbury Borough Councils were already joint policies, presented as 'West Suffolk Councils' policies. Changes to these documents would therefore be relatively minor textual and grammatical amendments, with examples shown in paragraph 1.1.3. It was therefore proposed that these minor drafting changes be made by officers, in consultation with the relevant Portfolio Holder (Shadow Executive Member). Similarly, this practice would also apply to joint policies that were due to be approved between September 2018 and 31 March 2019.

Councillors Ruth Bowman and Carol Bull, Shadow Executive Members with the responsibility for Future Governance, drew relevant issues to the attention of the Shadow Executive (Cabinet).

Members agreed the proposal was a pragmatic and sensible approach.

Therefore, it was:

RECOMMENDED TO SHADOW COUNCIL (25 September 2018):

That:

- (1) the existing suite of joint policies adopted by Forest Heath District and St Edmundsbury Borough Councils be transferred to West Suffolk Council, as detailed in paragraph 1.1.3 of Report No: EXC/SA/18/010;
- (2) delegated authority be given to Officers, in consultation with relevant Portfolio Holders, to make necessary minor drafting changes to existing policies and then agree them for West Suffolk Council, as detailed in paragraph 1.1.4; and

- (3) delegated authority be given to Officers, in consultation with relevant Portfolio Holders, to make necessary minor drafting changes and then agree the additional joint policies that are adopted by Forest Heath District and St Edmundsbury Borough Councils between September 2018 and March 2019, as detailed in paragraph 1.1.4 and 1.1.5.

21. **Shadow Executive (Cabinet) Decisions Plan: 1 September 2018 to 6 May 2019 (Report No: EXC/SA/18/011)**

The Shadow Executive (Cabinet) considered this report which was the Shadow Executive (Cabinet) Decisions Plan covering the period 1 September 2018 to 6 May 2019.

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

The Meeting concluded at 6.32 pm

Signed by:

Chairman

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Shadow Executive (Cabinet)



Title of Report:	Report of the Forest Heath and St Edmundsbury Performance and Audit Scrutiny Committees: 27 September 2018	
Report No:	EXC/SA/18/012	
Report to and date:	Shadow Executive (Cabinet)	27 November 2018
Shadow Executive (Cabinet) Members:	Councillor Stephen Edwards (Forest Heath) Tel: 07904 389982 Email: stephen.edwards@forest-heath.gov.uk	Councillor Ian Houlder (St Edmundsbury) Tel: 01359 250912 Email: ian.houlder@stedsbc.gov.uk
Chairman of the Committees:	Councillor Louis Busuttil FHDC Performance and Audit Scrutiny Committee Tel: 01638 810517 Email: louis.busuttil@forest-heath.gov.uk	Councillor Sarah Broughton SEBC 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:	On 27 September 2018, St Edmundsbury Borough Council's and Forest Heath District Council's Performance and Audit Scrutiny Committee's held an informal joint meeting together, and <u>considered the following item jointly:</u> (1) Approach to Delivering a Sustainable West Suffolk Budget 2019-2020 and Medium Term Plan	

Recommendation:	It is <u>RECOMMENDED</u> that Report No: EXC/SA/18/012, being the report for both St Edmundsbury Borough Council's and Forest Heath District Council's Performance and Audit Scrutiny Committees, be <u>noted</u>.
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:	
Are there any financial implications? <i>If yes, please give details</i>	Yes <input type="checkbox"/> No <input type="checkbox"/> Please see background papers.
Are there any staffing implications? <i>If yes, please give details</i>	Yes <input type="checkbox"/> No <input type="checkbox"/> Please see background papers.
Are there any ICT implications? <i>If yes, please give details</i>	Yes <input type="checkbox"/> No <input type="checkbox"/> Please see background papers.
Are there any legal and/or policy implications? <i>If yes, please give details</i>	Yes <input type="checkbox"/> No <input type="checkbox"/> Please see background papers.
Are there any equality implications? <i>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 Approach to Delivering a Sustainable West Suffolk Budget 2019-2020 and Medium Term Plan (Report Nos: PAS/SE/18/0029 and PAS/FH/18/032)

1.1.1 The Committees received the above report, which updated Members on progress made towards delivering a balanced budget for 2019-2020 and sustainable budget in the medium term.

1.1.2 It was reported that at this stage in the budget and the medium term financial strategy process, there had been a set of adverse trends identified which gave rise to an estimated annual budget deficit on £0.5m for 2019-2020 and 2020-2021 for the West Suffolk Council. The major causes of this revision of the plan were:

- The lower growth trend in car parking income as seen in 2018-2019 and anticipated to continue into 2019-2020;
- The increased cost relating to recycling charge per tonne;
- The estimated impact of revising the pay-line; and
- The new business case for Barley Homes.

However, the budget gap at this stage, did not include any variation or profile changes in respect of projects related to delivering our growth agenda or the savings anticipated from moving to a single council. The current expectation was that these projects would deliver to the existing plan.

1.1.3 Having identified these pressures on the delivery of a balanced budget for 2019-2020 and 2020-2021, the focus was clearly on assessment on areas and assumptions that, if changed, could close the gap, which included:

- Major income stream trends (including ongoing work on car parking);
- Cost base assumptions, efficient trends; and
- Assumptions relating to the wider macro environment which required a change in approach.

1.1.4 Members considered the report in detail, the approach and timescales for the 2019-2020 budget setting process and medium term plans as the council heads into the new West Suffolk Council. Members asked a number of questions to which comprehensive responses were provided.

In particular, responses were provided to the following questions raised:

- (Lower growth trend in car parking income) - the drop in income was coming from mid-week parking rather than weekend parking.
- (Increased costs relating to recycling charge per tonne) - an assumption had been made that it will cost £100,000 in 2019-2020 and this will continue.

1.1.5 There being no decision required, the Committee's both **noted** the contents of the report.

2. Background Papers

2.1.1 Report No: [PAS/SE/18/029](#) and [PAS/FH/18/032](#) to the Performance and Audit Scrutiny Committees: Approach to Delivering a Sustainable West Suffolk Budget 2019-2020 and Medium Term Plan

Shadow Executive (Cabinet)



Title of Report:	Recommendations for the Allocation of Forest Heath's Community Chest Funding for 2019/2020							
Report No:	EXC/SA/18/013							
Report to and date:	Shadow Executive (Cabinet)	27 November 2018						
Shadow Executive (Cabinet) Member/ Portfolio holder:	Councillor Robin Millar FHDC Portfolio Holder for Families and Communities Tel: 07939 100937 Email: robin.millar@forest-heath.gov.uk							
Lead officer:	Davina Howes Assistant Director (Families and Communities) Tel: 01284 757070 Email: davina.howes@westsuffolk.gov.uk							
Purpose of report:	To update Shadow Executive following the review of applications for Forest Heath's Community Chest funding 2019/2020 and to recommend funding allocations.							
Recommendation:	<p>It is <u>RECOMMENDED</u> that:</p> <p>(1) the allocation of Community Chest funding for 2019/2020, as previously approved in 2017/2018 as part of two-year funding agreements, be noted, (Report No: CAB/FH/17/065 refers) namely:</p> <table style="margin-left: 40px;"> <tr> <td>(a) Epic Dads</td> <td style="text-align: right;">£15,000</td> </tr> <tr> <td>(b) Anglia Care</td> <td style="text-align: right;">£3,434</td> </tr> <tr> <td>(c) Restoration Trust</td> <td style="text-align: right;">£3,611</td> </tr> </table> <p style="text-align: right;"><i>Continued over...</i></p>		(a) Epic Dads	£15,000	(b) Anglia Care	£3,434	(c) Restoration Trust	£3,611
(a) Epic Dads	£15,000							
(b) Anglia Care	£3,434							
(c) Restoration Trust	£3,611							

(2) The allocation of Community Chest funding for 2019/20, be approved, namely:

(a)	Alumah CIO – Freedom programme	£4,000
(b)	HomeStart Mid & West Suffolk	£15,612.65
(c)	The Voluntary Network – Connect & Support	£7,966.66
(d)	Sharing Parenting	£27,160
(e)	Citizens Advice Newmarket	£35,000
(e)	Citizens Advice Suffolk West	£45,000
(f)	Our Special Friends	£7,740
(g)	Arts for Us	£5,000
(h)	Young People of the Year (YOPEY)	£4,000
(i)	The Racing Centre – Newmarket	£5,000

(3) subject to the budget setting process for 2020/2021, and subject to the satisfactory submission of evidence-based reports detailing the benefits and success of each individual project in 2019/2020, the allocation of Community Chest funding for 2019/2020 and 2020/2021, be approved, namely:

	<u>2019/20</u>	<u>2020/21</u>
(a)	Fresh Start – New Beginnings	£11,600 £11,600
(b)	Relate Norfolk and Suffolk	£2,000 £2,000
(c)	The Voluntary Network – Community Transport	£18,331 £17,961

	<p>(4) No Community Chest funding for 2019/2020 be awarded to:</p> <ul style="list-style-type: none"> (a) Aspect Living – Meals on Wheels (b) Suffolk Accident Rescue Service (SARS) (c) Families and More (d) HomeStart In Suffolk (e) Mentis Tree CIC (f) Citizens Advice Suffolk West (Money Smart) (g) Newmarket Day Centre (h) Lakenheath FC (i) Friends of Newmarket Library.
<p>Key Decision:</p> <p><i>(Check the appropriate box and delete all those that do not apply.)</i></p>	<p><i>Is this a Key Decision and, if so, under which definition?</i></p> <p>Yes, it is a Key Decision - <input checked="" type="checkbox"/></p> <p>No, it is not a Key Decision - <input type="checkbox"/></p> <p>(ii) result in any new expenditure, income or savings of more than £100,000 in relation to the Shadow Council’s revenue budget or capital programme.</p> <p>Some of the decisions made by the Shadow Executive are also however, subject to the budget setting process for 2020/2021 (the budget for 2019/2020 has already been approved.)</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 Shadow Decisions Plan.</i></p>	
<p>Consultation:</p>	<ul style="list-style-type: none"> • As set out in the report.
<p>Alternative option(s):</p>	<ul style="list-style-type: none"> • The Council could choose not to provide any grant funding. However, it is recognised that some support to the voluntary, community and social enterprise sector is required. The Community Chest also enables the council to commission services to support the delivery of the Families and Communities priorities.
<p>Implications:</p>	
<p><i>Are there any financial implications? If yes, please give details</i></p>	<p>Yes <input checked="" type="checkbox"/> No <input type="checkbox"/></p> <ul style="list-style-type: none"> • Funding allocated within the budget available for the Community Chest scheme.
<p><i>Are there any staffing implications? If yes, please give details</i></p>	<p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p>
<p><i>Are there any ICT implications? If yes, please give details</i></p>	<p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p>
<p><i>Are there any legal and/or policy implications? If yes, please give details</i></p>	<p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p>

<p>Are there any equality implications? If yes, please give details</p>		<p>Yes <input checked="" type="checkbox"/> No <input type="checkbox"/></p> <ul style="list-style-type: none"> The Council's approach to grants has been the subject to an Equality Impact Assessment and no negative consequences have been identified. 	
<p>Risk/opportunity assessment:</p>		<p><i>(potential hazards or opportunities affecting corporate, service or project objectives)</i></p>	
Risk area	Inherent level of risk (before controls)	Controls	Residual risk (after controls)
Organisations are not aware of our approach to grants	Medium	Implementing a wide ranging communications plan	Low
Requests for funding exceed the amount of money available	Medium	Eligibility criteria and an evaluation scoring matrix to be used to identify best fit and value for money	Low
Organisations do not have the capacity to respond to the council's approach to commissioning	Medium	Support provided to organisations and a phased approach to be taken to enable organisations to become familiar with the new approach	Low
<p>Ward(s) affected:</p>		All Ward/s	
<p>Background papers: <i>(all background papers are to be published on the website and a link included)</i></p>		None	
<p>Documents attached:</p>		None	

1. 2019/2020 Allocations

- 1.1 Applications for Community Chest funding for 2019/2020 closed on 28 September 2018. A total of 22 applications were received from a wide variety of organisations.
- 1.2 The total budget for Community Chest 2019/2020 stands at £205,455.31, which includes £20,205.31 carried over as unallocated funds from 2018/2019.
- 1.3 £22,045.00 was allocated from this year's budget as second year funding agreed in 2017.
- 1.4 Community Chest applicants can apply for a maximum of two years. This is subject to budget setting each year and satisfactory monitoring and review of each project.
- 1.5 In determining this year's allocations, each application was assessed against the scheme's criteria. Following detailed consideration by the Portfolio Holder for Families and Communities, it was felt that 13 applications met the Scheme's criteria and should be allocated funding. These are detailed below:

1. Project name: Alumah CIO	Proposed Funding Allocation £4,000
Project details: Alumah's vision is to offer practical and emotional support to people impacted by domestic abuse. The funding is to extend provision and roll out the delivery of the Freedom programme in Mildenhall. Shine in Mildenhall. Freedom Programme – A 12 week domestic abuse	
Officer comment example: Currently there is a lack of provision within the Mildenhall area (Freedom Programme has not run in the area for a number of years) therefore people wishing to attend a scheme need to travel to Brandon or Newmarket.	

2. Project name: Home Start Mid and West Suffolk	Proposed Funding Allocation £15,612
Project details: Home-Start MWS support families who may be struggling to cope with a variety of challenges including post-natal illness, disability, isolation, the demands of parenting young children, bereavement or multiple births. Funding is being sought to provide a home visiting service to support perinatal parents and families who have a child with a disability or Autism. Areas to be supported will be Red Lodge, Lakenheath and Mildenhall.	
Officer comment example: Very supportive of Homestart Mid and West – recently piloted a perinatal project in Brandon and this is giving evidence of a growing need as expressed in the application.	

3. Project name: The Voluntary Network – Connect and Support	Proposed Funding Allocation £7,966.66
Project details: The Voluntary Network operates Community Transport and a Befriending Service across Forest Heath and St Edmundsbury. All services are aimed at supporting the most vulnerable members of the community. The Network predominantly serve older people, helping them to maintain their highly valued independent living. Funding is sought to support a new service, the Connect and Support Service. This service would work in partnership with West Suffolk Physio and Occupational Therapy to support with the continuation of gentle exercise after a programme of physio support and supporting those living with dementia. Officer comment example: This project provides the community with services to support them, in addition to befriending. Working with other professionals in the town will help people maintain their independence.	

4. Project name: Sharing Parenting	Proposed Funding Allocation £27,160
Project details: Sharing Parenting offers parents a supportive informal environment in which to gain information, knowledge and skills around parenting skills for improved family life and positive outcomes for children. Funding is requested to provide additional Outreach Family Support Worker hours to increase the provision offered. With a focus on engaging and supporting parents with mental health issues through one to one work and linking with community activities. Officer comment example: Sharing Parenting are really proactive in supporting connections and developing resilience in the community. The Outreach workers are very effective in their roles.	

5. Project name: Fresh Start – New Beginnings	Proposed Funding Allocation £11,600 2019/20 £11,600 2020/21
Project details: The primary purpose is to help children and young people (0-21) who have been sexually abused to understand what has happened to them and to help them recover from the traumas of sexual abuse. Funding is requested to provide one to one counselling sessions and group work programmes within Forest Heath. Officer comment example: There is an increased number of referrals resulting in a need for this area of work. It is the only specialised service in the area.	

6. Project name: Relate Norfolk and Suffolk	Proposed Funding Allocation £2,000 2019/20 £2,000 2020/21
<p>Project details: Relate provides relationship support for their clients. Its mission is to develop and support healthy relationships by:</p> <ul style="list-style-type: none"> - Helping couples, families and individuals to make relationships work better, and - Delivering inclusive, high-quality services that are relevant at every stage of life. <p>The funding requested would be used to support the counselling bursary fund which enables relate to offer relationship counselling to those that are not in a financial position to pay the full fee.</p> <p>Officer comment example: Successful project and much needed piece of work. Monitoring reports from previous grants has been effective.</p>	

7. Project name: Citizens Advice Newmarket	Proposed Funding Allocation £35,000
<p>Project details: Citizens Advice Newmarket (CAN) provide free, confidential, impartial, non-judgmental, and independent information, advice and advocacy to the local community.</p> <p>The funding will be used towards the core costs of CAN as well as supporting new volunteers to develop their role as digital assistants.</p> <p>Officer comment example: Provides a valuable service and supports building resilience in the community, open to all of the community of Newmarket.</p>	

8. Project name: Citizens Advice Suffolk West	Proposed Funding Allocation £40,000
<p>Project details: Citizens Advice Suffolk West provide free, confidential, impartial, non-judgmental, and independent information, advice and advocacy to the local community. This funding would be used to provide information, advice and advocacy across the Forest Heath area and to support with development work addressing changing needs, including the Universal Credit full service is rolling out in Newmarket and Mildenhall Jobcentres.</p> <p>Officer comment example: Essential service which lessens the demand on statutory services. Growing need and vital role in supporting communities.</p>	

9. Project name: Our Special friends	Proposed Funding Allocation £7,740
<p>Project details: The charity offers a range of practical and emotional support services to help isolated and vulnerable individuals continue to benefit from animal companionship during illness, bereavement and other crises.</p>	

Current administrative support is unable to keep up with back office tasks let alone entering new client information. In order to continue their work across Forest Heath OSF needs funding to cover increased ongoing costs.

Officer comment example:

Provides a service unlike any other in the area enabling volunteering, promoting animal and individual welfare. Administrative support enables more people to benefit from this unique service.

10. Project name: The Voluntary Network – Community Transport	Proposed Funding Allocation £18,331 2019/20 £17,961 2020/21
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Project details:

The Voluntary Network operates Community Transport and a Befriending Service. TVN provides support across Forest Heath and St Edmundsbury. All services are aimed at supporting the most vulnerable members of the community. TVN predominantly serves older people, helping them to maintain their highly valued independent living.

This funding will support with the costs of providing two core service in Forest Heath – Dial a Ride and a Community car service.

Officer comment example:

Service supports rural communities with limited public transport. Having a friendly service beyond taxi drivers and public transport buses, provides opportunities to reduce loneliness and isolation.

11. Project name: Arts for Us	Proposed Funding Allocation £5,000
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Project details:

Arts for Us provides referral based free holiday provision for children aged 5-9 years olds in Forest Heath. Children living with family, social and financial pressures can be allocated a place by referral at a play scheme in a in a safe local community venue.

Funding would be used to cover the costs of a running a number of play schemes/ holiday activities for 5-9 year olds.

Officer comment example:

The team are professional and skilful working to support some very vulnerable children.

12. Project name: Young People of the Year (YOPEY)	Proposed Funding Allocation £4,000
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Project details:

YOPEY, Young People of the Year, was set up in 2005 to give young people a fairer image, particularly in the media, and to heal the rift between generations, setting up young people as positive role models. We encourage young people to become good citizens by getting involved in, and leading, projects that benefit the wider community.

Funding is requested to establish a YOPEY Dementia Befriender Scheme in Newmarket. YOPEY will train young people to relate to people living with dementia and supports them to visit lonely residents in care homes over a 12 month period.

Officer comment example:

There are benefits of intergenerational interaction that YOPEY have implemented across the West, both for young people and older people in care homes.

13. Project name: The Racing Centre (Newmarket)	Proposed Funding Allocation £5,000
<p>Project details: The Racing Centre (RC) has provided a safe place for gathering, support and identity to the racing staff for over 100 years. It has a unique space and place in the heart of Newmarket. It is still perceived as a valued part of the community and racing staff would like to see it expanded and rejuvenated to meet the changing needs of the wider communities in Newmarket. Funding is requested to offer a range of community based activities open that all members of the community can access, both racing and non-racing.</p> <p>Officer comment example: It is recognised that the extension of services and offering to all will support the community of Newmarket.</p>	

- 1.6 Following consideration by the Portfolio Holder for Families and Communities it was felt that a number of the applications received were either not appropriate for Community Chest funding or that although the value of their work was recognised, other applications better met the Families and Communities priorities for this over-subscribed fund. Those **not** recommended for funding are listed below. In some cases, it is felt that alternative funding sources may be available. It is suggested that officers in the Families and Communities Team work with these organisations to source alternative funding. These alternative sources could be from external sources such as the Suffolk Community Foundation or BIG Lottery funds.

Applications not considered appropriate for Community Chest funding:

- a) Aspect Living – Meals on Wheels
- b) Suffolk Accident Rescue Service (SARS)
- c) Families and More
- d) HomeStart In Suffolk
- e) Mentis Tree CIC
- f) Citizens Advice Suffolk West (Money Smart)
- g) Newmarket Day Centre
- h) Lakenheath FC
- i) Friends of Newmarket Library

- 1.7 It should be noted that the Portfolio Holder declared an interest in the application submitted by Our Special Friends, the Portfolio Holder knows the applicant in a personal capacity and therefore abstained from making a decision on the application.

The following process was followed to determine the application, with the Portfolio Holder leaving the discussion, Families and Communities Officers recommended the application be put forward for consideration and the decision to fund should be considered by the Leader of the Council.

The application, along with officer comments (as stated above) was sent to the Leader for consideration and it was recommended for approval.

- 1.8 The full budget of £205,455.31 has been allocated, this includes £22,045.00 allocated from this year's budget as second year funding in 2017.

Shadow Executive (Cabinet)



Title of Report:	Recommendations from Grant Working Party: 5 November 2018: Community Chest Funding – 2019/2020	
Report No:	EXC/SA/18/014	
Report to and date:	Shadow Executive (Cabinet)	27 November 2018
Shadow Executive (Cabinet) Member/ Portfolio Holder:	Robert Everitt SEBC Portfolio Holder for Families and Communities Tel: 01284 769000 Email: robert.everitt@stedsbc.gov.uk	
Chairman of the Grant Working Party:	Jim Thorndyke Grant Working Party Tel: 01359 250271 Email: jim.thorndyke@stedsbc.gov.uk	
Lead officer:	Davina Howes Head of Families and Communities Tel: 01284 757070 Email: davina.howes@westsuffolk.gov.uk	
Purpose of report:	On 5 November 2018, the Grant Working Party considered the following substantive item of business: (1) Consideration of Community Chest Funding – 2019/2020 Recommendations emanating from (1) above are provided for the Shadow Executive’s consideration below.	
Recommendations:	It is <u>RECOMMENDED</u> that: (1) the allocation of Community Chest funding for 2019/2020, as previously approved in 2017/2018 as part of two-year funding agreements, be noted, (paper CAB/SE/17/071 refers) namely:	

(a)	Our Special Friends:	£6,000
(b)	Suffolk West Citizens Advice	£182,000
(c)	Relate Norfolk and Suffolk	£5,000
(d)	St Nicholas' Hospice Care – Bury St Edmunds	£6,533
(e)	St Nicholas' Hospice Care – Haverhill	£8,909
(f)	HomeStart Mid and West Suffolk	£10,000
(g)	REACH Community Projects	£10,000
(h)	Suffolk Cinema Network	£3,500

(2) the allocation of Community Chest funding for 2019/2020, as detailed in Report No: GWP/SE/18/002, be approved, namely:

(a)	HomeStart Mid and West Suffolk	£9889.85
(b)	Mentis Tree CIC	£10,775
(c)	Bury St Edmunds Concert Youth Band	£3,290
(d)	Millennium Farm Trust – Artful Farm	£6,800
(e)	Honington and Sapiston Village Hall	£3,240
(f)	Stradishall Village Review Group	£13,926

(3) subject to the budget setting process for 2020/2021, and subject to the satisfactory submission of evidence-based reports detailing the benefits and success of each individual project in 2019/2020, the allocation of Community Chest funding for 2019/2020 and 2020/2021, be approved, namely:

	<u>2019/20</u>	<u>2020/21</u>
(a) Gatehouse	£10,000	£10,000
(b) Suffolk Accident and Rescue Services (SARS)	£5,000	£5,000
(c) Bury Drop in	£12,288	£12,288
(d) REACH Community Projects (<i>separate project to that detailed in (1)(g) above</i>)	£9,360	£9,360
(e) The Voluntary Network – Community Transport	£14,337	£15,800
(f) Haverhill Community Trust	£24,371	£25,168
(4) No Community Chest funding for 2019/2020 be awarded to:		
<ul style="list-style-type: none"> (a) Leading Lives; (b) The Voluntary Network – Connect and Support; (c) Aspect Living- Meals on Wheels; (d) EPIC Dad; (e) Families and More – Growing Against Violence; (f) Fresh Start – New Beginnings; (g) Survivors in Transition; (h) Lions Club, Bury St Edmunds; and (i) Multicultural Women’s Group, Bury St Edmunds Limited. 		
(5) The Portfolio Holder for Families and Communities, in consultation with the Grant Working Party, be asked to exercise his existing delegated powers for making individual portfolio holder decisions, to make a decision(s) on utilising any unallocated 2019/2020 Community Chest funding to projects, as appropriate and justifiable and to a maximum of £21,403.35 as set out in paragraph 1.7.9.		

Key Decision:		<i>Is this a Key Decision and, if so, under which definition?</i>	
<i>(Check the appropriate box and delete all those that do not apply.)</i>		Yes, it is a Key Decision - <input checked="" type="checkbox"/>	
		No, it is not a Key Decision - <input type="checkbox"/>	
		(ii) result in any new expenditure, income or savings of more than £100,000 in relation to the Shadow Council's revenue budget or capital programme.	
		Some of the decisions made by the Shadow Executive are also however, subject to the budget setting process for 2020/2021 (the budget for 2019/2020 has already been approved.)	
<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 Shadow Executive (Cabinet) Decisions Plan.</i>			
Consultation:		• See Report No: GWP/SE/18/002	
Alternative option(s):		• See Report No: GWP/SE/18/002	
Implications:			
<i>Are there any financial implications? If yes, please give details</i>		See Report No: GWP/SE/18/002	
<i>Are there any staffing implications? If yes, please give details</i>		See Report No: GWP/SE/18/002	
<i>Are there any ICT implications? If yes, please give details</i>		See Report No: GWP/SE/18/002	
<i>Are there any legal and/or policy implications? If yes, please give details</i>		See Report No: GWP/SE/18/002	
<i>Are there any equality implications? If yes, please give details</i>		See Report No: GWP/SE/18/002	
Risk/opportunity assessment:		<i>(potential hazards or opportunities affecting corporate, service or project objectives)</i>	
Risk area	Inherent level of risk (before controls)	Controls	Residual risk (after controls)
See Report No: GWP/SE/18/002			
Ward(s) affected:		All Wards	
Background papers:		Grant Working Party: 5 November 2018 Report No: GWP/SE/18/002	
Documents attached:		None	

**1. Consideration of Community Chest Funding – 2019/2020
(Report No: GWP/SE/18/002)**

1.1 Report No: GWP/SE/18/002 was considered by the Grant Working Party on 5 November 2018. The report provided a number of applications submitted for Community Chest funding in the 2019/2020 financial year.

1.2 Applications for Community Chest funding for 2019/2020 closed on 28 September 2018. A total of 21 applications were received from a wide variety of organisations as detailed in Appendix 1 to Report No: GWP/SE/18/002.

1.3 The Community Chest budget for 2019/2020 is £281,483. There is also £95,139.20 also available for allocation through carried over unspent funds from previous years. A total of £231,942 of the 2019/2020 budget was committed in 2017 for second year funding to a variety of organisations as listed in Recommendation (1) for noting by the Shadow Executive.

Community Chest Budget :	£281,483.00
Funds already allocated	£231,942.00
Carried over funds	£95,139.20
Remaining Budget	£144,680.20

Applicants can apply for a maximum of two years funding.

1.4 There are a number of potential synergies between the applications and as such they were grouped in the following categories for consideration by the Working Party:

- Health
- Family support
- Counselling
- Advice, advocacy and support
- Arts, sports and young people
- Community activities

1.5 Each application had been summarised within the appropriate category listed above, with the full applications attached as appendices to the report. Each application was required to be evaluated in accordance with the eligibility and selection criteria set out, and was considered in turn, as follows:

1.6

Appendix attached to Report No: GWP/SE/18/002	Organisation	Amount Requested
Health		
3	Gatehouse	2019/20: £10,000 2020/21: £10,000
4	Leading Lives	2019/20: £14,000 2020/21: £2,000
5	Suffolk Accident Rescue Service (SARS)	2019/20: £5,000 2020/21: £5,000
6	The Voluntary Network – Connect and Support	2019/20: £14,340 2020/21: £14,340
7	Aspect Living – Meals on Wheels	2019/20: £10,853.50 2020/21: £0
Family support		
8	EPIC Dad	2019/20: £7,968 2020/21: £0
9	Families and More	2019/20: £30,000 2020/21: £0
10	HomeStart Mid and West Suffolk	2019/20: £9,889.85 2020/21: £0
Counselling		
11	Fresh Start – New Beginnings	2019/20: £11,600 2020/21: £11,600
12	Mentis Tree CIC	2019/20: £10,775 2020/21: £0
13	Survivors in Transition	2019/20: £13,590 2020/21: £13,590
Advice, advocacy and support		
14	Bury Drop In	2019/20: £12,288 2020/21: £12,288
15	REACH Community Projects	2019/20: £9,360 2020/21: £9,360
16	The Voluntary Network Community Transport	2019/20: £14,337 2020/21: £15,800
Arts, sports and young people		
17	Bury St Edmunds Concert Youth Band	2019/20: £3,290 2020/21: £0
18	Lions Club, Bury St Edmunds	2019/20: £3,000 2020/21: £0
19	Millennium Farm Trust	2019/20: £6,800 2020/21: £0
20	Multicultural Women’s Group, Bury St Edmunds Limited	2019/20: £6,990 2020/21: £0
Community activities		
21	Honington and Sapiston Village Hall	2019/20: £3,240 2020/21: £0
22	Haverhill Community Trust	2019/20: £24,371 2020/21: £25,168
23	Stradishall Village Review Group	2019/20: £19,052 2020/21: £0

1.7 **Consideration of Grants and Recommendations: Summary**

1.7.1 The Working Party considered the following applications fully met the eligibility and selection criteria and supported the allocation of the full amount for each project in 2019/2020, as applied for:

- (a) Bury St Edmunds Concert Youth Band;
- (b) Millennium Farm Trust – Artful Farm;
- (c) Honington and Sapiston Village Hall; and
- (d) Stradishall Village Review Group (for a reduced amount of £13,926, see 1.7.5 below).

1.7.2 The Working Party considered that the following applications met the eligibility and selection criteria and were satisfied that funding should be recommended to be allocated for 2019/2020 and 2020/2021, as applied for:

- (a) Gatehouse;
- (b) Suffolk Accident Rescue Services (SARS);
- (c) Bury Drop in;
- (d) REACH Community Projects;
- (e) The Voluntary Network – Community Transport; and
- (f) Haverhill Community Trust.

In respect of the above organisations, they would be asked to submit an evidence-based report (in addition to the usual monitoring reporting), detailing the benefits and success of their individual project in 2019/2020 so a re-assessment can be made before releasing funding for 2020/2021.

1.7.3 Regarding the application submitted by HomeStart Mid and West Suffolk for support towards funding the delivery of its Birth and Beyond project in Bury St Edmunds, the Working Party considered that whilst it was minded to grant the £9,889.85 funding that had been applied for in 2019/2020 only, further information was required before committing. As the work appeared to be a diversification from the type of service usually offered by HomeStart in that delivery of this project seemed to duplicate the service previously provided by the County Council's SureStart programme, Members felt that this project should be offered outside of Bury St Edmunds, particularly in villages that formerly provided Childrens' Centres.

The Working Party recognised the benefits of the project and considered it met the eligibility and selection criteria; however, it felt that it could not fully commit to an allocation until reassurance was given that the project would be provided in the wider area.

1.7.4 Regarding the application submitted by Mentis Tree CIC to support Young Carers aged between 10-24 years, a group who experience disadvantage through isolation, non-identification and mental health issues relating to their caring role, the Working Party considered that whilst it was minded to grant the £10,775 funding that had been applied for in 2019/2020, further information was required before committing. The Working Party recognised the important work of this project but wished to obtain further details of the Children in Need funding including the reasons for this funding source agreeing to support the project; and whether the organisation had worked in partnership with the well-known established Suffolk Young Family Carers organisation.

1.7.5 Regarding the application submitted by Stradishall Village Review Group for support towards funding facilities on its playing field for community use, the Working Party initially expressed concern that two thirds of the entire project cost had been sought from Community Chest funding and therefore the organisation needed to be encouraged to seek further alternative match funding sources.

The Working Party recognised the benefits of the project and considered it met the eligibility and selection criteria; however, it felt that an allocation of £13,926 in 2019/2020 instead of the £19,052 that had been applied for was a more appropriate amount as this would fund 50% rather than 68% of the total project cost.

1.7.6 The following applications were not supported on this occasion and have therefore not been recommended for funding:

- (a) Leading Lives;
- (b) The Voluntary Network – Connect and Support;
- (c) Aspect Living- Meals on Wheels;
- (d) EPIC Dad;
- (e) Families and More – Growing Against Violence;
- (f) Fresh Start – New Beginnings;
- (g) Survivors in Transition;
- (h) Lions Club, Bury St Edmunds; and
- (i) Multicultural Women’s Group, Bury St Edmunds Limited.

1.7.8 Reasons for this included:

- not meeting the eligibility and selection criteria;
- the quality of the application;
- lack of justification for the amount of funding requested and how it would be utilised;
- similar projects already existed in St Edmundsbury, therefore some projects could be consolidated with other existing organisations through effective collaborative working;
- whether the objectives of the project would benefit sufficient numbers of the community; and
- projects could be funded by alternative funding sources.

If the Working Party’s recommendations are approved by the Shadow Executive, the officers will provide individual feedback to those applicants that have been unsuccessful.

1.7.9 Subject to approval, a total of £21,403.35 will remain available in the St Edmundsbury Community Chest Fund for 2019/2020. In previous years, this balance, if left unspent could be carried forward to the next financial year; however, as Forest Heath District Council and St Edmundsbury Borough Council would no longer exist following the creation of West Suffolk Council from 1 April 2019, this will not be possible this year. The Working Party therefore considered it appropriate for St Edmundsbury’s Portfolio Holder for Families and Communities to exercise his individual decision making powers, in consultation with the Grant Working Party, to utilise the remainder by allocating suitable funding to other projects that may come forward or to increase the amount of funding already granted to those organisations listed above if it was considered appropriate and justifiable.

Shadow Executive (Cabinet)



Title of Report:	Transitional Arrangements for Community Chest and Locality Budgets	
Report No:	EXC/SA/18/015	
Report to and date:	Shadow Executive (Cabinet)	27 November 2018
Shadow Executive (Cabinet) Members / Portfolio holders:	Robert Everitt SEBC Portfolio Holder for Families and Communities Tel: 01284 769000 Email: robert.everitt@stedsbc.gov.uk	Councillor Robin Millar FHDC Portfolio Holder for Families and Communities Tel: 07939 100937 Email: robin.millar@forest-heath.gov.uk
Lead officer:	Davina Howes Assistant Director (Families and Communities) Tel: 01284 757070 Email: davina.howes@westsuffolk.gov.uk	
Purpose of report:	To consider the recommendations which propose transitional arrangements for managing Locality Budgets for 2019/20 and Community Chest applications for 2020/21.	
Recommendations:	<p>It is <u>RECOMMENDED</u> that:</p> <p>(1) the transitional arrangements for managing Locality Budgets in 2019/20 and applications for Community Chest for 2020/21, be approved in accordance with the proposals below, that:</p> <p>(a) a full review of the Community Chest grant scheme be undertaken in summer 2019, for 2020/21 and allocation of grant funding for the financial year 2021/22;</p> <p style="text-align: right;"><i>Continued over....</i></p>	

	<p>(b) the overall Locality Budget funding allocation to remain as the current value of £180,000 for 2019/20, with the fund being divided between 64 Members instead of the present 72; and</p> <p>(c) the Locality Budget guidance regarding the consideration of certain applications located in rural parishes be amended to align the arrangements across the existing Forest Heath and St Edmundsbury district/borough.</p>
<p>Key Decision:</p> <p><i>(Check the appropriate box and delete all those that do not apply.)</i></p>	<p><i>Is this a Key Decision and, if so, under which definition?</i></p> <p>Yes, it is a Key Decision - <input type="checkbox"/></p> <p>No, it is not a Key Decision - <input checked="" type="checkbox"/></p>
<p><i>The decisions made as a result of this report will usually be published within 48 hours and cannot be actioned until five clear working days of the publication of the decision have elapsed. This item is included on the Shadow Executive (Cabinet) Decisions Plan.</i></p>	
<p>Consultation:</p>	<p>Informal consultation has been undertaken with the Shadow Executive Members / Portfolio Holders and other Cabinet Members.</p>
<p>Alternative option(s):</p>	<ul style="list-style-type: none"> No alternative options were considered regarding the recommendations contained in this covering report as it is considered prudent to the review the transitional arrangements for the Community Chest funding scheme and Locality Budgets as the West Suffolk Council from 1 April 2019. <p>Decisions relating to the future of Locality Budgets, Community Chest and grant funding in general will be the responsibility of the new West Suffolk Council. The transitional arrangements are intended to provide some level of certainty for recipients of funding and for councillors until such a time as the new Council considers and agrees its approach.</p>
<p>Implications:</p>	
<p><i>Are there any financial implications? If yes, please give details</i></p>	<p>Transitional arrangements can be put in place within the existing budget.</p>
<p><i>Are there any staffing implications? If yes, please give details</i></p>	<p>No – the transitional arrangements will be actioned from existing staff resources.</p>

Are there any ICT implications? If yes, please give details		No	
Are there any legal and/or policy implications? If yes, please give details		No	
Are there any equality implications? If yes, please give details		No	
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)
Not applicable			
Ward(s) affected:		All Wards	
Background papers:		None	
Documents attached:		None	

1. Key issues and reasons for recommendations

- 1.1 The following recommendation, suggest transitional arrangements for managing with locality budgets and applications for Community Chest for 2019/20:
- A full review of the Community Chest grant scheme to be undertaken in summer 2019;
 - The overall Locality Budget funding pot remains at the current value of £180,000. The fund would therefore be divided between 64 Members instead of the present 72, resulting in £2,812.50 per councillor per year.
 - A minor amendment to the Locality Budget guidance regarding the consideration of certain applications located in rural parishes would also be made to align the arrangements across Forest Heath and St Edmundsbury district/borough.
- 1.2 Cabinet agreement is sought on the proposed arrangements for community funding during the transition to West Suffolk Council.
- 1.3 In line with the principles of the Single Council Implementation Plan, it is not intended to make significant changes to the approach at this stage. A full review of the funding arrangements, grant process and approach is proposed to be carried out by the relevant Portfolio Holder following the elections in 2019, with a subsequent recommendations report taken to Cabinet.
- 1.4 This report outlines the decisions that need to be made in order to put in place transitional arrangements for the 2020/21 Community Chest grant programme and 2019/20 Locality Budget's allocation.

2. 2020/21 Community Chest grant programme and 2019/20 Locality Budget's allocation.

2.1 2020/21 Community Chest grant programme

- 2.1.1 Given the lead in time needed to run a grant scheme there would be insufficient time for the new Council to carry out a full review of the approach to community grants before the 2020/21 round of community funding opens in July 2019. It is therefore proposed that 2020/21 grants continue on the basis of the current scheme, and are approved by either the Portfolio Holder or a West Suffolk Grants Working Party and West Suffolk Council Cabinet. If Members of the new Council wished to consider any minor changes to the arrangements for 2020/21, these could be made in June 2019, but any significant changes to the scheme would need time for consideration and engagement, as well as approval through the democratic process.
- 2.1.2 Ensuring that a grant process is in place during the transitional period would provide some level of certainty for funding recipients and enable the new Council time to consider and agree its approach for future funding.

2.2 Locality Budgets

- 2.2.1 All councillors have a locality budget of £2,500 each year.

2.2.2 The reduction (eight) in the number of Ward Members following the implementation of single council would lead to an annual reduction of £20,000 in the locality budget funding across West Suffolk. .

2.2.3 However, it is recommended that the £20,000 is redistributed across all councillors to increase the funding available to them (to £2,812.50 per councillor) during the transition period and in advance of a fuller review to be undertaken in 2019.

2.3 Alignment of scheme rules

2.3.1 The Locality Budget guidance is generally aligned across the two Councils, except for a line regarding rural parish applications. Both schemes state that rural parishes should only apply for the budget in exceptional circumstances, but only the Forest Heath guidance defines what is considered 'rural'. It states "For the purposes of this scheme, a rural parish council is considered to be a parish with a population of 1,000 or fewer according to the latest mid-year estimate figures¹".

2.3.2 The definition of the rural parish was removed from the St Edmundsbury guidance on the 13 March 2015 (Report No: CAB/SE/15/028 refers) after consideration at Cabinet following the recommendation of the Grant working Party. The Grant Working Party expressed concern that to define the eligibility of a parish by its population within this part of the scheme was an inappropriate method of determining whether funding should be granted to parish councils in such exceptional cases. It was considered that the Ward Member should be able to use their own discretion as to whether applications fell within these criteria.

2.3.3 Discussions with the two Portfolio Holders have concluded that they both recommend the adoption of the St Edmundsbury guidance for use by the single council, as the budget is only used by parishes in exceptional circumstance. The new West Suffolk Council will consider the future of grant funding and will amend or adopt the funding criteria and guidance as appropriate.

¹ Mid-year estimates are published by the Office for National Statistics and the latest published figures should be used

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Shadow Executive (Cabinet)



Title of Report:	Recommendations of the St Edmundsbury and Forest Heath Overview and Scrutiny Committees: 7 and 8 November 2018: Garden Waste Collection Service Review 2018	
Report No:	EXC/SA/18/016	
Report to and date:	Shadow Executive (Cabinet)	27 November 2018
Shadow Executive (Cabinet) Members:	Councillor David Bowman (Forest Heath) Tel: 07711 593737 Email: david.bowman@forest-heath.gov.uk	Councillor Peter Stevens (St Edmundsbury) Tel: 01787 280284 Email: peter.stevens@stedsbc.gov.uk
Chairman of the Committees:	Councillor Simon Cole FHDC Overview and Scrutiny Committee Tel: 07974 443762 Email: simon.cole@forest-heath.gov.uk	Councillor Diane Hind SEBC Overview and Scrutiny Committee Tel: 01284 706542 Email: diane.hind@stedsbc.gov.uk
Lead Officers:	<p>Mark Walsh Assistant Director (Operations) Tel: 01284 757300 Email: mark.walsh@westsuffolk.gov.uk</p> <p>Mark Christie Service Manager (Business) Tel: 01638 719220 Email: mark.christie@westsuffolk.gov.uk</p> <p>Kate McFarland Waste Strategy Officer Tel: 01284 757668 Email: kate.mcfarland@westsuffolk.gov.uk</p>	

Purpose of report:	On 7 and 8 November 2018, both St Edmundsbury Borough Council and Forest Heath District Council's Overview and Scrutiny Committees considered Report Nos: OAS/SE/18/031 / OAS/FH/18/032 , summarising the review of the Garden Waste Collection Service by a Joint Task and Finish Group and presents recommendations for the service moving forward.
Recommendation:	It is <u>RECOMMENDED</u> that the recommendations, as set out in Section 4 of the Garden Waste Collection Service Joint Task and Finish Group Report, Report Nos OAS/SE/18/031 and OAS/FH/18/032, be approved.
Key Decision: <i>(Check the appropriate box and delete all those that do not apply.)</i>	<i>Is this a Key Decision and, if so, under which definition?</i> Yes, it is a Key Decision - <input type="checkbox"/> No, it is not a Key Decision - <input checked="" type="checkbox"/>
Consultation:	<ul style="list-style-type: none"> See Report Nos: OAS/SE/18/031 and OAS/FH/18/032
Alternative option(s):	<ul style="list-style-type: none"> See Report Nos: OAS/SE/18/031 and OAS/FH/18/032
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 Report Nos: OAS/SE/18/031 and OAS/FH/18/032
<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 Report Nos: OAS/SE/18/031 and OAS/FH/18/032
<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 Report Nos: OAS/SE/18/031 and OAS/FH/18/032
<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 Report Nos: OAS/SE/18/031 and OAS/FH/18/032
<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 Report Nos: OAS/SE/18/031 and OAS/FH/18/032

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/18/031 and OAS/FH/18/032			
Wards affected:		All West Suffolk Wards	
Background papers: <i>(all background papers are to be published on the website and a link included)</i>		<p>St Edmundsbury: SEBC Cabinet: 8 Sept 2015 CAB/SE/15/051</p> <p>SEBC Performance and Audit Scrutiny Committee: 25 November 2015 PAS/SE/15/029</p> <p>SEBC Performance and Audit Scrutiny Committee: 28 January 2016 PAS/SE/16/003</p> <p>Forest Heath: FHDC Cabinet: 15 Sept 2015 CAB/FH/15/041</p> <p>FHDC Performance and Audit Scrutiny Committee: 25 November 2015 PAS/FH/15/029</p> <p>FHDC Performance and Audit Scrutiny Committee: 28 January 2016 PAS/FH/16/003</p>	
Documents attached:		Appendix 1 – Garden Waste Collection Service Review Report 2018 (OAS/SE/18/031 – OAS/FH/18/032)	

1.1 **Key issues and reasons for recommendation**

1.2 Both Committees received the above reports (attached as **Appendix 1** to this report), which summarised the review of the Garden Waste Service by a Joint Task and Finish Group and presents recommendations for the service moving forward.

1.3 On 6 and 7 June 2018, both St Edmundsbury and Forest Heath Overview and Scrutiny Committees resolved to establish a Joint Task and Finish Group to carry out a joint review of the Garden Waste Collection Service and make recommendations for 2019 onwards.

1.4 The Joint Task and Finish Group met on five occasions to discuss the planned approach to the review and to consider the specific areas to be explored. It was agreed that the review would explore the following areas:

- Finance
- Customer access
- Service terms and conditions
- Impact on residual waste
- Communications and marketing
- Operational changes
- Impact of proposed changes

1.5 The report included the background to the review and progress to date; the review carried out by the Joint Task and Finish Group and proposed recommendations. Also attached to the report were a number of appendices, namely:

Appendix A – Summary of meetings

Appendix B – Financial modelling

Appendix C – Subscription charges of other councils

Appendix D – Subscriptions through the Customer Access Team

Appendix E – Information flow and process map

Appendix F – Examples of branding used

Appendix G – Summary of meeting content, observations, recommendations

1.6 **Extract from Report Nos: OAS/SE/18/031 and OAS/FH/18/032**

Set out below is the extract from Section 4 of the above reports, setting out the proposed recommendations:

4. Garden Waste Collection Service review – recommendations

4.1 Throughout the four meetings, the Joint Task and Finish Group reviewed the various elements of the GWCS, experiences from other councils and the options moving forward. At the final meeting of the Joint Task and Finish Group, the following recommendations were agreed.

- 1 *Increase the current subscription charge from £40 to £43 for 2019-2020. This included:*
 - *The subscription charge to be reviewed annually;*

- *To be agreed with Portfolio Holders as part of budget setting and the Performance and Audit Scrutiny Committee or the Overview and Scrutiny Committee to review the fee annually; and*
 - *The GWCS budget is to be financially self-supporting.*
- 2 *The Group felt that there were not enough advantages to support the motion from Councillor David Nettleton to SEBC Council on 19 December 2017 and there would be a number of marketing and operational issues incurred. The Group also did not favour supporting a discounted charging scheme.*
 - 3 *To depart from the singular bin collection day approach for the GWCS to unlock collection capacity.*
 - 4 *Move towards a rolling subscription model by April 2020, to be linked to the Digital Strategy, Customer Access Strategy and marketing approaches.*
 - *Approach to be fully automated.*
 - *Cost to be within the budget of the GWCS.*
 - 5 *As part of the next subscription process:*
 - *Find out key reasons why households are not signing up;*
 - *Run a marketing campaign aimed at rounds where take-up is low but garden space is large;*
 - *Further promote bin sharing;*
 - *Investigate an incentivisation scheme to encourage sign up direct debit (part of a corporate approach); and*
 - *To understand the remaining potential in the households not currently subscribing to the GWCS.*
 - 6 *To retain the current service branding.*
 - 7 *Run a marketing campaign trial to change non subscriber behaviours.*
 - *Identify bin collection rounds with the highest amount of garden waste in the residual waste bins.*
 - 8 *To undertake collection round modelling to reflect future changes prior to the move to the WSOH.*
 - 9 *To continue to promote take-up and migration to direct debit.*
 - 10 *Review at a later date the "ban" option after all marketing options had been carried out, with a caveat on what goes in the black bin.*
 - 11 *Through colleagues in the Customer Services team, seek to create a new section on the website for residents who are new to the area.*
 - 12 *Work with ARP and encourage them to refer customers to the council's GWCS.*

- 13 *To scope work with ARP and any other partners to introduce a new homes pack for house moves.*

Appendix G provides a summary of each meeting including the content discussed, the observations made and the recommendations agreed.

- 4.2 *Subject to approval of the recommendations, officers will develop an implementation plan.*

2. **Overview and Scrutiny Committees**

- 2.1 Both Overview and Scrutiny Committees scrutinised the report and asked a number of questions to which officers duly responded. In particular discussions were held on the proposed increase; ensuring the GWSC was financially self-supporting; and gate fees.
- 2.3 Both Committees thank the members on the Joint Task and Finish Group on its comprehensive work on the GWCS.
- 2.4 The Overview and Scrutiny Committees have put forward recommendations as set out on page two of this report.

Overview and Scrutiny Committee

Title of Report:	Garden Waste Collection Service Review – Final Report	
Report No:	OAS/SE/18/031 OAS/FH/18/032	
Report to and dates:	Overview and Scrutiny Committee	7 November 2018 (SEBC) 8 November 2018 (FHDC)
	Shadow Executive (Cabinet)	27 November 2018
Portfolio holders:	<p>Councillor Peter Stevens (St Edmundsbury) Portfolio Holder for Operations Tel: 01787 280284 Email: peter.stevens@stedsbcc.gov.uk</p> <p>Councillor David Bowman (Forest Heath) Portfolio Holder for Operations Tel: 07711 593737 Email: david.bowman@forest-heath.gov.uk</p>	
Lead officers:	<p>Mark Walsh Assistant Director (Operations) Tel: 01284 757300 Email: mark.walsh@westsuffolk.gov.uk</p> <p>Mark Christie Service Manager (Business) Tel: 01638 719220 Email: mark.christie@westsuffolk.gov.uk</p> <p>Kate McFarland Waste Strategy Officer Tel: 01284 757668 Email: kate.mcfarland@westsuffolk.gov.uk</p>	

Purpose of report:	This report summarises the review of the Garden Waste Collection Service by a Joint Task and Finish Group and presents recommendations for the service moving forwards.	
Recommendation:	<p>It is recommended that the Overview and Scrutiny Committee:</p> <p>1) Note and comment on the report by the Garden Waste Collection Service Joint Task and Finish Review Group; and</p> <p>2) Agrees the recommendations (as set out in Section 4 of the Garden Waste Collection Service Joint Task and Finish Group report for consideration by the Shadow Executive (Cabinet) on 27 November 2018.</p>	
Key Decision: <i>(Check the appropriate box and delete all those that do not apply.)</i>	<i>Is this a Key Decision and, if so, under which definition?</i> Yes, it is a Key Decision - <input type="checkbox"/> No, it is not a Key Decision - <input checked="" type="checkbox"/>	
Consultation:	The Task and Finish Group members have reviewed the GWCS with Portfolio holders.	
Alternative option(s):	At the commencement of the GWCS it was agreed to undertake a review after the first three years of operation. A number of options were considered by the Task and Finish Group for different elements of the service and this report summaries their observations and recommendations.	
Implications:		
<i>Are there any financial implications? If yes, please give details</i>	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> <ul style="list-style-type: none"> Changes to the subscription charge and/or the number of subscribers will impact upon the amount of income generated. 	
<i>Are there any staffing implications? If yes, please give details</i>	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> <ul style="list-style-type: none"> Associated with the introduction of any changes to the way the current service is administered and delivered operationally. 	
<i>Are there any ICT implications? If yes, please give details</i>	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> <ul style="list-style-type: none"> Changes to the ICT functionality will need to be assessed and scheduled with consideration of the other ICT projects planned. This includes future changes and alignment with the councils Digital Strategy. 	

<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"> Changes to the current terms and conditions will impact on the current service rules for customers. 	
<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"> The service is voluntary and available to all households in West Suffolk. 	
Risk/opportunity assessment:		<i>(potential hazards or opportunities affecting corporate, service or project objectives)</i>	
Risk area	Inherent level of risk (before controls)	Controls	Residual risk (after controls)
	Low/Medium/ High*		Low/Medium/ High*
Increasing the subscription rate may discourage further household participation.	High	The subscription rate has been frozen for three years – despite annual increases in service variable costs. The proposed £3 increase is modest and one of the lowest charges locally.	Medium
The conclusions are not able to be considered prior to the start date in 2019.	Medium	Ensure all technological implications and other risks are fully understood and assessed before a decision is made.	Low
Additional resources will be required if changing to a 12 month rolling subscription period requires an increase manual processing.	High	The change must be aligned with the Digital Strategy, be fully automated and be deliverable within budget.	Low
Potential proposals relating to Garden Waste terms, conditions and processes are different to the councils' agreed policies, including the target operating model for customer service.	Medium	Ensure all relevant Officers are involved in the review.	Low
FHDC and SEBC do not collectively agree on the recommendations.	High	Councillors from FHDC and SEBC are involved in the review.	Low
There are insufficient resources to deliver any change to the GWCS that is adopted as a result of this review	High	Ensure all changes are fully costed and the capacity required to implement are identified. Ensure all relevant officers are involved in the review to enable implementation plans to be considered alongside other resource and capacity demands across the councils'.	Medium

Ward(s) affected:	All West Suffolk wards
Background papers: <i>(all background papers are to be published on the website and a link included)</i>	<p>St Edmundsbury: SEBC Cabinet: 8 Sept 2015 CAB/SE/15/051</p> <p>SEBC Performance and Audit Scrutiny Committee: 25 November 2015 PAS/SE/15/029</p> <p>SEBC Performance and Audit Scrutiny Committee: 28 January 2016 PAS/SE/16/003</p> <p>Forest Heath: FHDC Cabinet: 15 Sept 2015 CAB/FH/15/041</p> <p>FHDC Performance and Audit Scrutiny Committee: 25 November 2015 PAS/FH/15/029</p> <p>FHDC Performance and Audit Scrutiny Committee: 28 January 2016 PAS/FH/16/003</p>
Documents attached:	<p>Appendix A – Summary of Meetings</p> <p>Appendix B – Financial Modelling</p> <p>Appendix C – Subscription Charges of Other Councils</p> <p>Appendix D – Subscriptions Through the Customer Services Team</p> <p>Appendix E – Information Flow and Process Map</p> <p>Appendix F – Examples of Branding Used</p> <p>Appendix G – Summary of Meeting Content, Observations, Recommendations</p>

1. Background to the review of the Garden Waste Collection Service

1.1 As part of the introduction of the Garden Waste Collection Service (GWCS) in April 2016, Members agreed to undertake a service review after the first three years.

1.2 At the SEBC Council meeting on 19 December 2017, Councillor Nettleton also gave notice under paragraph 9.1 of the Council Procedure Rules of the following motion:

“That with effect from April 2018 new subscribers to the Brown Bin emptying service be charged at the following rates*, depending on the month the subscription is approved:

April £40: May £37: June £34: July £31: August £28: September £25: October £22: November £19: December £16: January £13: February £10.

No new subscriptions accepted in March as officers busy organising renewals.

*Subject to technical amendments”

1.3 This matter was referred to both Councils Performance and Audit Scrutiny Committee for consideration at their joint meeting on 31 January 2018.

1.4 On 6 and 7 June 2018 respectively, the St Edmundsbury and Forest Heath Overview and Scrutiny Committees resolved to establish a Joint Task and Finish Group to carry out a joint review of the GWCS and make recommendations for 2019 onwards. This will allow time for recommendations to be taken account of before the arrangements for 2019 need to commence (there are system and communications arrangements that need to be undertaken ahead of the annual soft launch for payments in February).

1.5 The Joint Task and Finish Group included eight Members; four from each council (three from the Overview and Scrutiny Committee and one from the Performance and Audit Scrutiny Committee) with 10 officers in support as required; Assistant Director (Operations); Service Manager (Business); Service Manager (Operations); Waste Strategy Officer; Senior Communications Officer; Finance Business Partner; Business Support Analyst; Service Manager (Customer Services and Transformation); Service Manager (Corporate Policy) and Democratic Services Officer (Scrutiny), and the Portfolio Holders . The following Members were appointed to contribute to the Garden Waste Collection Service Joint Task and Finish Group:

Forest Heath District Council

Councillor Chris Barker

Councillor Robert Nobbs

Councillor David Palmer

Councillor Rona Burt (Performance and Audit Scrutiny)

St Edmundsbury Borough Council

Councillor John Burns

Councillor Mike Chester

Councillor Diane Hind

Councillor Sarah Broughton (Performance and Audit Scrutiny)

1.6 The Joint Task and Finish Group met on five occasions during which there was discussion and agreement on:

- a) the scope of the review
- b) the approach to be adopted
- c) Specific areas to be explored, which included the following:

Finance	Note the current financial position of the GWCS and review the subscription charge from April 2019 onwards. Consider the motion put forward by Councillor Nettleton.
Customer access	Examine incentivising the use of online transactions - for customer convenience and to reduce demand on customer services (channel shift and self-serve). This would require a corporate policy position that could be applied to the GWCS.
Service terms and conditions	Consider the approach to payment options – how to pay and the payment period.
Impact on residual waste	The options for managing garden waste in the black bins.
Communications and marketing	Review the current arrangements for marketing and communication with customers.
Operational changes	Evaluate the option of a different collection day to black and blue bin collections to reduce service costs.
Impact of proposed changes	Understanding the impact of proposals, including implementation risks, costs and customer impact.

- d) Observations and recommendations.

1.7 A summary of the Joint Task and Finish Group meetings held is attached in **Appendix A**.

2. Garden Waste Collection Service – background and progress to date

2.1 The Garden Waste Collection Service (GWCS) was introduced in April 2016 as an opt-in discretionary service and is offered to all residents in West Suffolk.

2.2 Members will recall that the adoption of a subscription service was driven by a change to the funding arrangements for organic waste and an expected increase in the organic waste treatment costs. At the time,

extensive research was undertaken to review experiences elsewhere and a number of unknown variables were estimated and assumptions made in relation to:

- Household take-up rate;
- Annual income generated;
- Cost of waste treatment, due mainly to the procurement of an organic waste treatment new contract;
- Quantity and quality of material collected, considering estimated take-up and the exclusion of kitchen food waste; and
- The impact of the change on residual waste collections.

2.3 As a result, the new service was restricted to the inclusion of garden waste only and participation was voluntary. As part of this change, a 50:50 cost/benefit sharing approach between West Suffolk councils and Suffolk County Council (SCC) was agreed by Public Sector Leaders to ensure that no single organisation would be in a worse financial position following the change.

2.4 Preparations for the introduction of the service commenced in October 2015, involving an officer team made up of representatives from numerous council departments, reflecting the extent of the changes needed. This included:

- Establishing a subscription price and associated terms and conditions.
- Development of a marketing plan and communication messages.
- Development of service application and payment systems in line with the corporate customer access strategy.
- Procurement of a new waste treatment contract.
- Design and implementation of IT systems.

2.5 Overall the approach intended to maximise the use of technology, reduce the ongoing resource demand needed to administer the service and to provide ease of access for customers.

2.6 During the first three years of operation, around 30,000 households have subscribed each year and the service is generally operating in line with the original assumptions and expectations. The service involves an annual payment of £40 per bin (max of 4 bins per household) and includes 26 collections per year from 1 April to 31 March. There are no discounts or refunds and residents can apply for bins up to 31 December. No subscriptions are permitted from January to March to enable preparations to take place for the following subscription year. The subscription charge is £40 irrespective of when the resident applies.

2.7 This review of the Garden Waste Collection Service is therefore taking place at an opportune time 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 will need to commence in October 2018 ready for April 2019.
- iv) IT improvements are required to reflect changes to the corporate CRM, online functionality and the GDPR regulations.
- v) To consider opportunities to amend the customer "application and pay experience" and the associated service terms and conditions.

3. Review carried out by the Joint Task and Finish Group

3.1 The Joint Task and Finish Group reviewed the introduction of the GWCS and progress to date. The new service is different to the previous "brown bin scheme" and involves the following features:

- It is an optional service - £40 per bin per year.
- Residents must sign up to take part.
- No changes to bin collection day/week.
- Collection is for garden waste only – excludes kitchen waste, cardboard and shredded paper.
- Need to "apply and pay" online using the West Suffolk Councils website using credit/debit card. (direct debit functionality was introduced in Year 2)
- No discounts or refunds and requires prepayment in full.

3.2 To date the service has been performing well and within the initial service assumptions. The initial service design was key to the ongoing success and involved adoption of the following key principles:

- Keep it simple.
- Design for the majority of users and not the minority.
- Use evidence-based decision making.
- Ensure back office systems are capable, aligning IT systems and using in-cab technology.
- Make the transition to online application and payment using the website.

3.3 Whilst the design of the garden waste collection service has been well received by service users and is working well, the Joint Task and Finish Group have considered the following key areas with a view to maintaining financial sustainability whilst improving the service users:

- a) Financial arrangements including the annual charge and a revised charging mechanism.
- b) Customer access
- c) Operational changes
- d) Marketing and communication

Financial arrangements

3.4 *Annual subscription charge*

At the commencement of the GWCS, a number of assumptions were made in order to determine the annual subscription charge. These included estimates on waste collection and treatment costs, numbers of subscribers, the quantity of waste collected, "apply and pay" processing costs etc. Associated with this was the Inter Authority Agreement (IAA) with Suffolk County Council (SCC); a financial agreement whereby costs and benefits would be shared on a 50:50 basis in order that neither council was worse off as a result of the change.

3.5 Based on this and extensive research into the performance of chargeable schemes locally and nationally, the charge across West Suffolk was agreed at £40 per bin per year and was fixed for three years. No discounts are offered for subscriptions that are taken up part way through the year. The charge is the cheapest in Suffolk and is mid-range in comparison to other authorities operating a similar service (alternate weekly collection of 240 litre wheeled bin) where costs vary from £24-96.

3.6 From April 2019, the IAA between the West Suffolk Councils and SCC will change. As a result:

- there will no longer be a cost-sharing arrangement;
- West Suffolk councils will retain 100% of the subscription income (to offset service costs); and
- the Recycling Performance Payment (RPP), which is a payment made by SCC to West Suffolk, will decrease from £54.76 to £30.00 per tonne of garden waste collected and treated.

3.7 It is important that the GWCS achieves a financial breakeven position to secure financial sustainability and to avoid subsidy by non-service users. Based on a review of the current financial year-end budget estimate, the service will require additional funding of £86,729 in 2019/20. As a result, Officers were asked to model the implications of increasing the subscription charge to both £43 and £45 per bin per annum and review the sensitivity between subscription charge and take-up rate. Details of the financial modelling is included in **Appendix B**.

3.8 Based on research undertaken, lower subscription charges generally result in an increase in subscription numbers. However this will not necessarily ensure better financial performance of the service as the service costs will increase due to more customers requiring a collection and more garden waste to be treated. However, using benchmarking with other councils, officers were able to estimate that for every £1 increase in the subscription cost, there would be an approximate corresponding decrease of 1% in subscription numbers. Further details on the subscription charges of other councils is included in **Appendix C**.

3.9 The Joint task and Finish Group agreed that:

- a) The current charge was based on the best available information at the time and was fixed for three years.

- b) It was important for the service to achieve a breakeven position as a minimum.
- c) A charge of £43 would mean that the service would continue to be the lowest subscription charge in Suffolk and any future changes to charging would be considered to reflect changes to operating costs and the new funding arrangements with SCC.
- d) A price increase of £3 would be more acceptable to customers than a £5 increase, whilst achieving a breakeven position.
- e) In addition to cost, it was noted that there are many factors that influence the number of subscriptions including garden size, household behaviours, council policy (for example a "ban" on garden waste in the residual waste bin), affordability and other socio-economic factors.

Charging mechanism

- 3.10 At present, service subscribers pay a single payment of £40. This enables them to use the service for the fixed 12 month period from 1 April to 31 March. This was introduced based on experiences in other councils and aims to ensure that the application and payment system is simple to set up and administer annually, utilising automation and technology where possible to minimise processing costs.
- 3.11 The Joint Task and Finish Group considered the effectiveness of this approach and in particular, the Motion as set out in paragraph 1.2 of this report.
- 3.12 In 2017/18, 86% of the GWCS customers subscribed by the end of April. The remaining 14% of customers signed up to the service during the year – up until November. Using this subscription year, introducing a reduced monthly subscription charge would result in an equivalent loss of income to the service of £29,831. There is also no evidence that reducing the cost of the service each month would increase the number of subscriptions and in addition there is a chance that customers would defer signing up in order to save money, potentially reducing income further. There is also a risk that customers deferring their subscription would use the residual waste bin as an alternative disposal method.
- 3.13 Introducing a reducing charge each month also has impacts on the technology used for administering the scheme, which would require additional financial and staffing resource. As a result, the Joint Task and Finish Group felt that there were insufficient advantages to support the motion and there would be a number of marketing and operational issues incurred.

Customer Access

- 3.14 The Target Operating Model (TOM) was adopted in by West Suffolk Councils in 2014 with the aim of enabling customers to access timely, accurate, clear, accessible and targeted information independently and without the need for face to face interaction. The move away from cash transactions to

electronic methods of payment is also built in the TOM to help reduce transactional costs. Since the adoption of the plan in 2014, there has been a 25% reduction in the number of customer interactions through the customer services team and a 70% reduction in face to face contacts.

- 3.15 The number of GWCS subscriptions have grown year on year as outlined in the table below.

Apply and Pay method	2016/17		2017/18		2018/19 to Sept	
	Subs £	No. h/holds	Subs £	No. h/holds	Subs £	No. h/holds
CS - CASH	15,440	388	13,280	331	11,120	277
CS - CHQ	20,040	487	20,080	480	16,000	387
CS - CARD	366,160	9,113	325,650	8,002	319,460	7,786
CS - DD	-	-	41,280	1,016	72,680	1,772
Online - CARD	736,360	18,269	411,600	10,023	319,880	7,769
Online - DD	-	-	360,480	8,777	486,680	11,821
Invoice - DTB	45,360	1134	43,440	993	33,520	772
TOTAL	1,183,360	29,391	1,215,810	29,622	1,259,340	30,584

- 3.16 Furthermore, 44% of households have signed up using direct debit and 64% have signed up online. Further information on the number of subscriptions through the Customer Service Team (CST) and website are available in **Appendix D**.

Apply and Pay method	2016/17	2017/18	2018/19 (to Sept)
Customer Service	33.94%	32.92%	33.40%
Online	62.23%	63.50%	64.00%
Invoice - DTB	0.10%	3.60%	2.70%

- 3.17 Marketing of the end of the brown bin scheme and the introduction of the garden waste collection scheme was carried out predominantly by information sent out to residents, but all communications pointed them towards the West Suffolk website, where dedicated pages were set up to answer their questions about the close down of the old scheme and the start of the new service. Encouraging residents to sign up to the new scheme online was a priority and the content was designed so that residents could quickly access the correct area of the site so they could do this without having to navigate through different pages.
- 3.18 Customer satisfaction with the delivery of the service is high, as evidenced by both customer surveys and the growth in subscriber numbers year on year. Customers have also complemented the ease of signing up to the service both through the contact centre and the website. Our frontline staff continue to provide a high level of service to customers.
- 3.19 The target operating model for the GWCS has been successful in integrating online forms to the corporate payment system, the Bartec waste management back office system and in-cab devices. This has

automated the application and payment systems for service subscribers and enables the bin collection crews to understand the location of service subscribers and to report bin related issues e.g. if the bin is “not out” or contaminated by materials not accepted through the scheme (for example cardboard or food waste). **Appendix E** shows the flow of information through from the customer sign up process, whether that be via face to face, over the telephone or electronically, through to frontline staff delivering the service. (The Joint Task and Finish Group were able to discuss the operation of the in-cab device with the operational crew).

- 3.20 The Bartec system has enabled the GWCS to be delivered with a high level of accuracy, giving collection crews the confidence that they know which bins are subscribed and allowing the customer services team to quickly identify any problems with service delivery. Many authorities use a sticker system to identify subscribed bins; not doing so provides West Suffolk with an annual saving of approximately £26,000 per annum in sticker purchase costs, administration and postage.
- 3.21 As part of the Customer Access Strategy, automation and self-service were key to achieving success in the move to increasing customers’ ability to manage their interactions with the council. In 2019/20 there are plans to move towards a new target operating model including an account management facility for customers. This platform requires API’s that link the different systems (CST, Finance, Bartec) together to ensure that customer information is shared and acted on correctly.
- 3.22 The Joint Task and Finish Group were keen to progress opportunities to increase the number of subscribers and requested that officers review the option a rolling 12 month annual subscription, thus decoupling it from the fixed financial year.
- 3.23 It was recognised that a high proportion (86%) of subscribers already join at the start of the subscription period, so this would have a greater impact for new GWCS customers and prove to be a more flexible approach. However it was recognised that this new approach would change the way in which the service was delivered, in terms of marketing new and current customers, application and payment systems, including reminders, managing price increases and operational delivery. As a result, the Joint Task and Finish Group supported a move to a 12 month rolling subscription period by April 2020, linked to the Digital Strategy, Customer Access Strategy and marketing approaches. This approach needs to be fully automated and all costs must be assessed, agreed and acceptable within the budget of the GWCS.
- 3.24 As part of the research undertaken, it was noted that some authorities provided a financial discount to customers who subscribed to garden waste services by annual direct debit. The Joint Task and Finish Group agreed that any discounting due to payment method would have to be agreed as a corporate wide policy and not purely for the garden waste collection scheme in isolation. Further work would be required to investigate how this scheme could work. However, it was considered important to progress the automation of processes and encourage greater online sign-up by direct

debit. This would be essential to facilitate the move to a rolling 12 month subscription process.

Operational changes

3.25 *Impact on residual waste*

The introduction of the GWCS has resulted in an overall reduction in the total amount of household waste requiring collection and disposal. As outlined in the table below, there has been a 7,895 reduction in organic waste, albeit there was a related 3,776 tonne increase in the amount of residual waste. This increase will comprise of uncooked food waste, now illegible for inclusion in the brown bin, in addition to garden waste.

	Brown	Blue	Black	TOTAL	% Change Brown	% Change Blue	% Change Black
Year	(tonnes collected per year)				(based on previous year)		
13/14	18,739	11,679	31,805	62,223			
14/15	19,551	12,012	32,303	63,866	4.34%	2.85%	1.56%
15/16	18,787	12,232	32,814	63,833	-3.91%	1.83%	1.58%
16/17	10,892	11,798	36,590	59,280	-42.02%	-3.55%	11.51%
17/18	11,139	11,488	36,402	59,029	2.27%	-2.62%	-0.51%

3.26 The increase in residual waste arisings is greater than in areas of the county where there has not been a change to garden waste collections (Mid Suffolk and Babergh have only ever provided a paid-for service, Ipswich Borough Council has not introduced charges) and is greater than the 1.5% annual increase predicted due to waste increases. This is in line with the original assumptions

3.27 Options were considered to reduce garden waste in the residual bin, such as through the use of marketing campaigns or through the option of “banning” garden waste from the residual bin. This is a legitimate option and experiences of other councils were reviewed. However it was determined that:

- Enforcement action was inconsistent and difficult, requiring resources to implement and requiring the garden waste to be visible in the bin;
- The overall effectiveness of the approach was hard to determine;
- Not emptying the residual bin was undertaken rather than taking enforcement action; and
- A key focus of activity involved the ongoing message not to put garden waste in the residual bin.

3.28 As a result, it was agreed that educational and awareness raising opportunities should be progressed in preference to a ban on garden waste in the residual bin, with the option of reviewing the ban option at a later date. This would also enable full consideration of the options available to be

discussed with the Suffolk Waste Partnership - having consistent and clearer messaging at a countywide level will be more effective in the long term.

Garden waste bin collection day changes

- 3.29 West Suffolk currently operates an alternate week waste collection service whereby the black, blue and brown bins are emptied over a two-week cycle, with each bin emptying taking place on the same nominated day of the week – known as a singular day bin collection.
- 3.30 The current GWCS operates using the same bin collection rounds as the previous brown bin scheme. This was to limit change for residents and to obtain a better operational understanding of service demand, bin put-out rate and the tonnes of waste to be collected.
- 3.31 The GWCS is currently collecting approximately 60% of the waste collected in the brown bin scheme. Collection round modelling has been undertaken to identify opportunities to unlock collection efficiencies albeit the modelling suggests that the only way to achieve this would be by decoupling the garden waste collection day from the blue and black bin collection day i.e. move from the singular day bin collection. Blue and black bins would continue to be collected on the same day over a fortnight (e.g. blue bin Tuesday week one, black bin Tuesday week two) but the garden waste bin would be collected on a completely different day during the fortnight (e.g. Thursday week 2). This system operates well in other councils and there is an opportunity to align the change with the move to the West Suffolk Operational Hub, for which all bin collection rounds will require review.
- 3.32 West Suffolk has a successful track record managing bin collection day changes and this will be an opportunity to build service efficiency, particularly in light of the increase in residual waste requiring collection. For noting, modelling of bin collection rounds takes into account a wide range of different factors and scenarios, so it is difficult to comprehend the extent of the change until the modelling is complete.

Communications and Marketing

- 3.33 As part of the introduction of the GWCS, two key messages were communicated to residents; firstly, that the brown bin scheme was ending and secondly that a new GWCS was starting. This reflected the understanding that not all households would opt in to the new service and those that would needed to understand the service “offer” and the associated changes. One of the major concerns was the waste previously accepted (including brown card, shredded paper and uncooked food) which was no longer accepted by the GWCS.
- 3.34 Primary communications explaining the service change were sent out to all households in February 2016 in West Suffolk branded envelopes delivered by Royal Mail. This was followed up by bin hangers, press releases, information on social media, posters, community engagement events, vehicle side advertising and dedicated pages on the council’s website. Branding for the service was consistent across all design elements,

including bin stickers, leaflets, vehicle advertising, letters, posters and banners.

- 3.35 Using Bartec back office IT system ensured that subscriptions were managed through the crews' use of an in-cab device to identify subscribed properties rather than by using stickers which has been the approach of other authorities. This created an annual saving of approximately £26,000.
- 3.36 In year two, the focus of communications was to retain customers from year one and to introduce the new payment option of annual direct debit. The benefit of an annual direct debit payment is the automatic subscription renewal without the need for targeted marketing and the ability to project how many customers will subscribe to facilitate more reliable and effective service planning.
- 3.37 Year three communications were designed to further encourage take up of the service by direct debit.
- 3.38 The Joint Task and Finish Group commented that the branding used for the promotion of the service was clear, consistent, bright and eye catching and it was recommended to continue using the same branding for future marketing purposes. **Appendix F** includes examples of the branding used.
- 3.39 There was a particular interest in the combined effect of the growth in residential development and residents moving house – there were 11,587 house sales in West Suffolk in 2017. Whilst it was accepted that there are many factors influencing the household's decision to subscribe to the GWCS, the Joint task and finish Group suggested a number of options to encourage an increase in subscriptions through more targeted marketing campaigns, namely:
- Undertake research from current non-subscribers to understand why they have not subscribed;
 - Discuss with the Anglia Revenue Partnership (ARP) options to collectively promote the GWCS;
 - Deliver targeted marketing campaigns, especially in locations with low take up but large gardens or increased garden waste in the residual bin; and
 - Further develop the information and accessibility of the council's website.

4. Garden Waste Collection Service review – recommendations

- 4.1 Throughout the four meetings, the Joint Task and Finish Group reviewed the various elements of the GWCS, experiences from other councils and the options moving forward. At the final meeting of the Joint Task and Finish Group, the following recommendations were agreed.
- 1 Increase the current subscription charge from £40 to £43 for 2019-2020. This included:
 - The subscription charge to be reviewed annually;
 - To be agreed with Portfolio Holders as part of budget setting and the Performance and Audit Scrutiny Committee

- or the Overview and Scrutiny Committee to review the fee annually; and
- The GWCS budget is to be financially self-supporting.
- 2 The Group felt that there were not enough advantages to support the motion from Councillor David Nettleton to SEBC Council on 19 December 2017 and there would be a number of marketing and operational issues incurred. The Group also did not favour supporting a discounted charging scheme.
 - 3 To depart from the singular bin collection day approach for the GWCS to unlock collection capacity.
 - 4 Move towards a rolling subscription model by April 2020, to be linked to the Digital Strategy, Customer Access Strategy and marketing approaches.
 - Approach to be fully automated.
 - Cost to be within the budget of the GWCS.
 - 5 As part of the next subscription process:
 - Find out key reasons why households are not signing up;
 - Run a marketing campaign aimed at rounds where take-up is low but garden space is large;
 - Further promote bin sharing;
 - Investigate an incentivisation scheme to encourage sign up direct debit (part of a corporate approach); and
 - To understand the remaining potential in the households not currently subscribing to the GWCS.
 - 6 To retain the current service branding.
 - 7 Run a marketing campaign trial to change non subscriber behaviours.
 - Identify bin collection rounds with the highest amount of garden waste in the residual waste bins.
 - 8 To undertake collection round modelling to reflect future changes prior to the move to the WSOH.
 - 9 To continue to promote take-up and migration to direct debit.
 - 10 Review at a later date the "ban" option after all marketing options had been carried out, with a caveat on what goes in the black bin.
 - 11 Through colleagues in the Customer Services team, seek to create a new section on the website for residents who are new to the area.
 - 12 Work with ARP and encourage them to refer customers to the council's GWCS.
 - 13 To scope work with ARP and any other partners to introduce a new homes pack for house moves.

Appendix G provides a summary of each meeting including the content discussed, the observations made and the recommendations agreed.

- 4.2 Subject to approval of the recommendations, officers will develop an implementation plan.

Appendix A: Meetings of the GWCS Joint Task and Finish Group

Task	Date
<p>First meeting Discussed the following:</p> <ul style="list-style-type: none"> - Scope of the review - Terms of Reference - Background and progress of the garden waste collection service to date - Frequency of meetings 	12 July
<p>Second meeting Discussed the following:</p> <p>Customer Access</p> <ul style="list-style-type: none"> • Corporate approach • Technical requirements <p>Financial position</p> <ul style="list-style-type: none"> • Current financial position • Subscription charge from April 2019 • Incentivising online transactions • Payment options • Review the "Motion" submitted by Councillor Nettleton. <p>Meet the operational crew and the Bartec IT system</p>	3 August
<p>Third meeting Discussed the following:</p> <p>Financial position</p> <ul style="list-style-type: none"> • Understand the relationship between service charge and subscription rate. • Review the options for increasing the subscription charge (£43 and £45). • Review the pros/cons of introducing a rolling 12 month subscription model. 	7 September
<p>Fourth meeting Discussed the following:</p> <p>Complete the review of the pros/cons of introducing a rolling 12 month subscription model.</p> <p>Impact on residual waste</p> <ul style="list-style-type: none"> • Options for managing garden waste in the black bin. <p>Operational changes</p> <ul style="list-style-type: none"> • Evaluating a different collection day for garden waste to the black and blue bin collection day. <p>Communications and marketing Marketing and communication with customers.</p>	21 September
<p>Final meeting:</p> <ul style="list-style-type: none"> - Discussed findings from the review - Agreed recommendations 	28 September

Appendix B: Estimated financial position 2019/20 (for comparison purposes)

Year	15-16	16-17	17-18	18-19	2019/20 (based on 2018/19)			
	Actual	Actual	Actual	Forecast	Forecast		Forecast	
Subscription charge	n/a	£40	£40	£40	£43		£45	
Number of subscribers				30,100	As current	3% reduction	As current	5% reduction
Extra income from price increase (£)	n/a	n/a	n/a	n/a	-£90,000	-£51,300	-£150,000	-£82,500
Service cost (£)	£579,748	£556,725	£141,265	£86,729	£86,729	£86,729	£86,729	£86,729
Net service cost (service cost plus extra income)					-£3,271	£35,429	-£63,271	£4,229
Impact of new SCC financial model from 2019					-£54,836	-£54,836	-£54,836	-£54,836
Balance					-£58,107	-£19,407	-£118,107	-£50,607

Notes:

1. The above represent estimates based on 2018/19.
2. Excludes new service costs.
3. Includes potential positive impact of the new financial arrangement with SCC.

Appendix C: Information from Other Authorities

1. Subscription charge and take up at local councils

Council	Cost	Take Up
Babergh	£ 55.00	14,288
East Suffolk	£ 43.00	
Mid Suffolk	£ 55.00	15,005
Ipswich	Free	47,000
West Suffolk	£ 40.00	30,000
Breckland	£ 44.00	
Broadland	£ 53.50	28,000
Great Yarmouth	£ 65.00	9,040
KLWN	£ 54.00	24,000
North Norfolk	£46-£50	20,500
Norwich	£ 48.00	
South Norfolk	£47-£53	25,000

2. Benchmarking costs of 52 council garden waste collection services nationwide

Cost per annum	Number of authorities
>£30	1
£30-£39	14
£40-£49	19
£50-£60	10
<£60	4

Appendix D: Subscriptions to the Garden Waste Collection Service April – September 2018.

	SEBC			
	Income (£)	No. household subscriptions	%	% Excluding Invoices
Customer Services - CASH	7,720	193	0.9%	0.9%
Customer Services - CHQ	10,720	256	1.3%	1.3%
Customer Services - CARD	213,860	5,202	25.4%	25.4%
Customer Services - DD	51,360	1,247	6.1%	6.1%
Online - CARD	215,640	5,233	25.6%	25.6%
Online - DD	342,520	8,301	40.7%	40.7%
Invoice - DTB	400	6	0.0%	EXCLUDED
TOTAL	842,220	20,438	100.0%	100.0%

	FHDC			
	Income (£)	No. household subscriptions	%	% Excluding Invoices
	3,400	84	0.8%	0.9%
	5,280	131	1.3%	1.4%
	105,600	2,584	25.3%	27.5%
	21,320	525	5.1%	5.6%
	104,240	2,536	25.0%	27.1%
	144,160	3,520	34.6%	37.5%
	33,120	766	7.9%	EXCLUDED
TOTAL	417,120	10,146	100.0%	100.0%

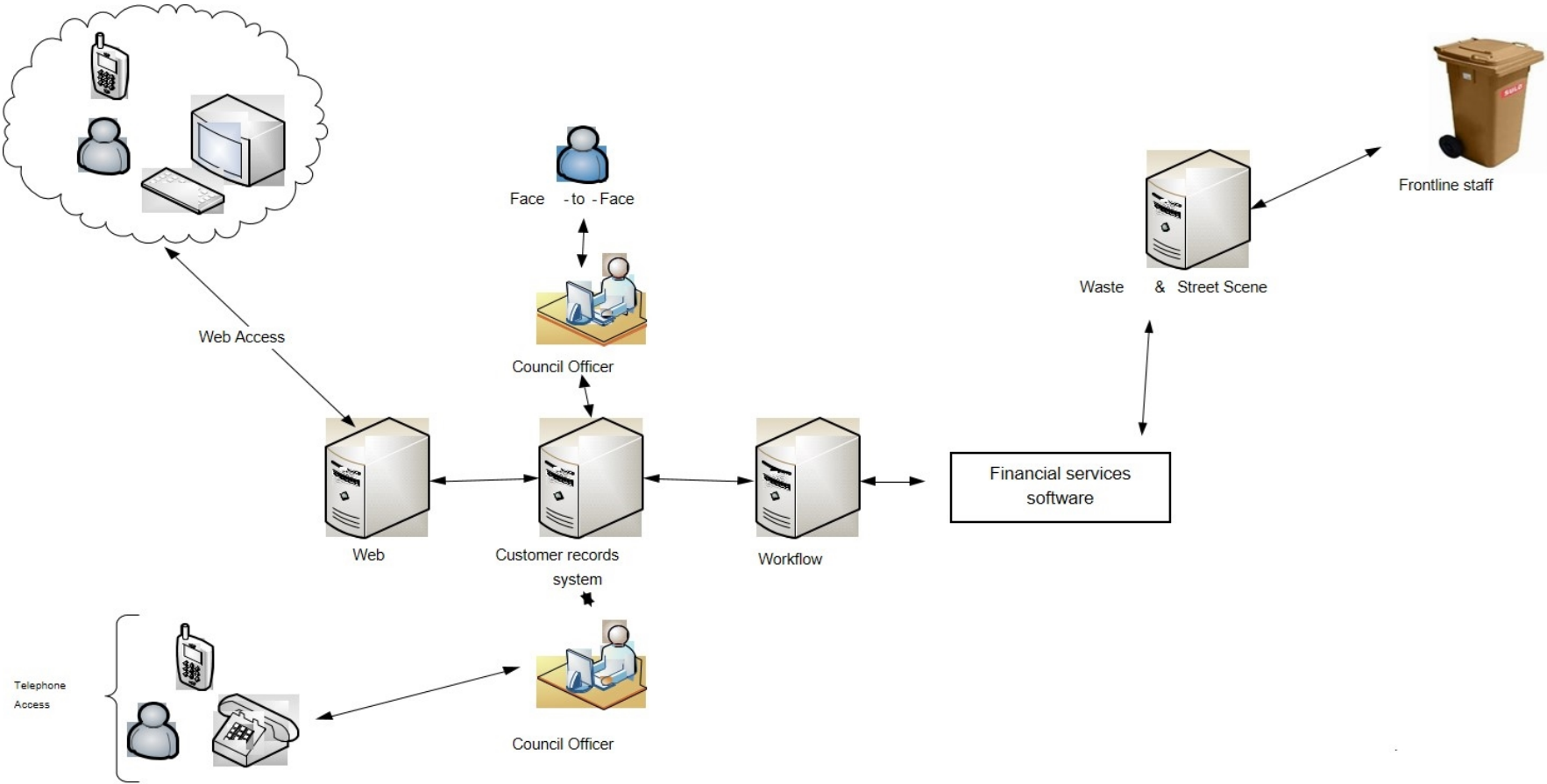
	WEST SUFFOLK			
	Income (£)	No. household subscriptions	%	% Excluding Invoices
	11,120	277	0.9%	0.9%
	16,000	387	1.3%	1.3%
	319,460	7,786	25.4%	26.1%
	72,680	1,772	5.8%	5.9%
	319,880	7,769	25.4%	26.1%
	486,680	11,821	38.6%	39.7%
	33,520	772	2.7%	EXCLUDED
TOTAL	1,259,340	30,584	100.0%	100.0%

Notes:

1. DD refers to direct debit
2. Invoice – DTB refers to the payment of multiple subscriptions in one transaction
3. Customer services refer to subscription taken by telephone or face to face

Appendix E: Information flow and process map – from customer sign up to service delivery

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Appendix F: Examples of marketing materials and branding used

Forest Heath & St Edmundsbury councils
West Suffolk
 working together

Garden Waste Collection Service

Our new service has started!
 If you want to find out more
 or sign up for convenient,
 fortnightly collections of your
 garden waste go online:

westsuffolk.gov.uk/gardenwaste
 or call 01638 719779 or 01284 776119

@binmanandrobyn
#WSgardenwaste

SIGN UP NOW

Forest Heath & St Edmundsbury councils
West Suffolk
 working together

IMPORTANT

Your brown bin service
 is ending. Details inside
 of the new garden
 waste service.

Forest Heath & St Edmundsbury councils
West Suffolk
 working together

Easter collections
 See details overleaf

Garden Waste Collection Service

Your current brown bin service is ending. Your last collection will be the week commencing 21 or 28 March.

The new Garden Waste Collection Service is £40 for 4 April 2016 to 31 March 2017. Sign up on line at the web address below.

SIGN UP NOW

westsuffolk.gov.uk/gardenwaste



Appendix G: Summary of meeting content, observations and recommendations

Meeting 1:

Subjects covered	<ol style="list-style-type: none"> 1. West Suffolk position 2. Why change a successful collection service? 3. The drivers and need for change 4. Convincing Senior Officers, Members and residents 5. Scope of the GWCS project 6. Implementation – project team, technology, 7. Project outcomes achieved: Year 1 - 3 8. Success factors and risk management 9. Lessons learned
Observations	<p>Key outcomes are in line with original assumptions relating to:</p> <ul style="list-style-type: none"> • Subscription level achieved • Channel shift and self-serve progress • Customer feedback from “apply and pay process” • Material quality • Service design <p>Key messages:</p> <ul style="list-style-type: none"> • Corporate team approach. • £40 charge at the time was perceived to be right. • Difficult decisions were made but service outcomes are in line with original assumptions. • Successful transition to online application and payment using the website. • Waste back office system, using in-cab technology is working successfully. • Limited negative impact received – from residents, users and media. • Overall the design of the garden waste collection service has been well received and is working.
Recommendations	n/a

Meeting 2:

Subjects covered	<ol style="list-style-type: none"> 1. Experience from other councils. 2. Corporate approach to customer access and the Digital Strategy. 3. Using technology to deliver the end to end process. 4. Financial position and the subscription charge for 2018/19. 5. The GWCS “Motion” for a variable subscription rate. 6. Meet the GWCS operational crew and view the Bartec system.
Observations	1. Important that the GWCS breaks-even financially.

	<ol style="list-style-type: none"> 2. Technology works but further development required. 3. Corporate approach to incentivisation scheme to promote online applications and payments. 4. The Group took the opportunity to meet the Organic Waste Collection staff and see the in-cab devices (Bartec) in operation.
Recommendations	<ol style="list-style-type: none"> 1. In relation to Councillor Nettleton's motion to SEBC Council on 19 December 2017, the Group felt that there were insufficient advantages to support the motion; and there would be a number of marketing and operational issues incurred. The Group also did not favour supporting a discounted charging scheme.

Meeting 3:

Subjects covered	<ol style="list-style-type: none"> 1. Correlation between subscription charge and take-up rate. 2. Financial impact of charging £43 and £45 per subscription.
Observations	<ol style="list-style-type: none"> 1. The change in the financial relationship with SCC from 2019/20 onwards. 2. Many factors influence the take-up rate. 3. Growth in household numbers. 4. The role of ARP especially with people moving into the area.
Recommendations	<ol style="list-style-type: none"> 1. Increase the current subscription charge from £40 to £43 for 2019-2020. This included: <ul style="list-style-type: none"> • The subscription charge to be reviewed annually; • To be agreed with Portfolio Holders as part of budget setting and the Performance and Audit Scrutiny Committee or the Overview and Scrutiny Committee to review the fee annually; and • The GWCS budget is to be financially self-supporting. 2. Work with ARP and encourage them to refer customers to the council's GWCS. 3. As part of the next subscription process: <ul style="list-style-type: none"> • Run marketing campaign aimed at rounds where take-up is low but garden space is large. • Find out key reasons households are not signing up. • Further promote bin sharing. • Investigate incentivisation scheme to encourage direct debit (DD) sign up.

Meeting 4:

Subjects covered	<ol style="list-style-type: none"> 1. Rolling 12 month subscription period. 2. Impact of garden waste in residual waste bin. 3. Operational changes to the GWCS to increase efficiency. 4. Communications and marketing plan for 2019 onwards.
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Observations	<ul style="list-style-type: none"> • A high proportion (86%) of subscribers had already joined at the start of the subscription period with 45% automatically subscribed by Direct Debit. • Need to reconsider the marketing message if householders joined at different times. • New system would allow flexibility for customers. • Potential risk of increased quantities of garden waste being placed in the residual bin (black bin) if residents delayed their subscription. • There would need to be stricter operational rules. • The “apply”, pay and marketing processes need to be fully automated. • The benefits to having a rolling subscription would be limited to new customers in the first year only.
Recommendations	<ol style="list-style-type: none"> 1. Move towards a rolling subscription model by April 2020, to be linked to the Digital Strategy, Customer Access Strategy and marketing approaches. <ul style="list-style-type: none"> • Approach to be fully automated. • Cost to be assessed, agreed and acceptable within the budget of the GWCS. 2. Run a marketing campaign trial to change behaviours <ul style="list-style-type: none"> • Identify bin collection rounds with the highest garden waste in residual waste. 3. Review at a later date the “ban” option after all marketing options had been carried out, with a caveat on what goes in the black bin. 4. To undertake collection round modelling to reflect future changes prior to the move to the WSOH. 5. To depart from singular bin collection day approach for the GWCS to unlock collection capacity to support residual waste collections. 6. To continue to promote the take-up and migration to DD. 7. To retain the current branding. 8. To scope work with ARP and any other partners to introduce a new homes pack for house moves. 9. To understand the remaining potential in the households not currently subscribing to the GWCS. 10. A “New to area” section to be added to the West Suffolk website.

Shadow Executive (Cabinet)



Title of Report:	Recommendations of the St Edmundsbury and Forest Heath Overview Audit Scrutiny Committees: 7 and 8 November 2018: Review of Bury St Edmunds Christmas Fayre 2018	
Report No:	EXC/SA/18/017	
Report to and date:	Shadow Executive (Cabinet)	27 November 2018
Shadow Executive (Cabinet) Members:	Councillor Susan Glossop (St Edmundsbury) Tel: 01284 728377 Email: susan.glossop@stedsbc.gov.uk	Councillor Lance Stanbury (Forest Heath) Tel: 07970 947704 Email: lance.stanbury@forest-heath.gov.uk
Chairman of the Committees:	Councillor Simon Cole FHDC Overview and Scrutiny Committee Tel: 07974 443762 Email: simon.cole@forest-heath.gov.uk	Councillor Diane Hind SEBC Overview and Scrutiny Committee Tel: 01284 706542 Email: diane.hind@stedsbc.gov.uk
Lead Officer:	Julie Baird Assistant Director, Growth Tel: 01284 757613 Email: julie.baird@westsuffolk.gov.uk Andrea Mayley Service Manager (Economic Development and Business Growth) Tel: 01284 757343 Email: andrea.mayley@westsuffolk.gov.uk	

Purpose of report:	On 7 and 8 November 2018, both St Edmundsbury Borough Council and Forest Heath District Council's Overview and Scrutiny Committees considered Report Nos: OAS/SE/18/032 / OAS/FH/18/031 , summarising the review of the Bury St Edmunds Christmas Fayre and presents a proposed three-year action plan for taking forward the recommendations from the Christmas Fayre Joint Task and Finish Group.	
Recommendation:	<p>It is <u>RECOMMENDED</u> that the Christmas Fayre Review Reports: (OAS/SE/18/032) and (OAS/FH/18/031), including the revised Three-Year Action Plan, attached as Appendix F to Report No: EXC/SA/18/017, be approved, subject to:</p> <p>“An Annual Report on the Christmas Fayre being presented to the Overview and Scrutiny Committee, and specifically in 2019, to report back on discussions with the Destination Management Organisation and the BID (Our Bury St Edmunds) on willingness; desire of businesses to have/provide additional Christmas stalls throughout the town, over a longer period to create “Christmas in Bury”.</p>	
Key Decision: <i>(Check the appropriate box and delete all those that do not apply.)</i>	<i>Is this a Key Decision and, if so, under which definition?</i> Yes, it is a Key Decision - <input type="checkbox"/> No, it is not a Key Decision - <input checked="" type="checkbox"/>	
Consultation:	<ul style="list-style-type: none"> • See Report Nos: OAS/SE/18/032 and OAS/FH/18/031 	
Alternative option(s):	<ul style="list-style-type: none"> • See Report Nos: OAS/SE/18/032 and OAS/FH/18/031 	
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 Report Nos: OAS/SE/18/032 and OAS/FH/18/031 	
<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 Report Nos: OAS/SE/18/032 and OAS/FH/18/031 	
<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 Report Nos: OAS/SE/18/032 and OAS/FH/18/031 	
<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 Report Nos: OAS/SE/18/032 and OAS/FH/18/031 	
<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 Report Nos: OAS/SE/18/032 and OAS/FH/18/031 	
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/18/032 and OAS/FH/18/031			
Wards affected:		All Wards	
Background papers:		<p>18 April 2018: SEBC Overview and Scrutiny Committee report Review of Bury St Edmunds Christmas Fayre – Scoping Report: OAS/SE/18/013</p> <p>19 April 2018: FHDC Overview and Scrutiny Committee report Review of Bury St Edmunds Christmas Fayre – Scoping Report: OAS/FH/18/012</p> <p>2015 review of the Christmas Fayre: SEBC OAS Report: OAS/SE/15/016</p> <p>Recommendations of the SEBC Overview and Scrutiny Committee to Cabinet: CAB/SE/15/077</p>	
Documents attached:		<p>Appendix 1 – Christmas Fayre Review Report 2018 (OAS/SE/18/032 – OAS/FH/18/031)</p> <p>Appendix F – Revised Three-Year Action Plan</p>	

- 1.1 **Key issues and reasons for recommendations**
- 1.2 Both Committees received the above reports (attached as **Appendix 1** to this report) which summarised the process and consideration taken by the Joint West Suffolk Task and Finish Group set up to review the Christmas Fayre event held annually in Bury St Edmunds.
- 1.3 On 18 and 19 April 2018, both St Edmundsbury and Forest Heath Overview and Scrutiny Committees resolved to establish a Joint West Suffolk Task and Finish Group to complete a review of the Bury St Edmunds Christmas Fayre.
- 1.4 The West Suffolk Joint Task and Finish Group met to discuss the planned approach to the review and to consider the specific areas to be explored. It was agreed that the review would explore the following areas:
- Principle and ownership
 - Vision
 - Timing and length
 - Format and venues
 - Type of stalls
 - Links to wider economy (retail and tourism)
 - Transport and accessibility
 - Finance
 - Staffing and volunteers
 - Safety and Security
 - Examples from other places
 - Communications and marketing
 - Management and resources
- 1.5 The report summarised the review of the Bury St Edmunds Christmas Fayre and presented a proposed three-year action plan for taking forward the recommendations from the Christmas Fayre Joint Task and Finish Group.
- 1.6 The report included an introduction; the background to the review; engagement; evidence base and Christmas Fayre review findings and recommendations. Also attached to the report were a number of appendices, namely:
- [Appendix A](#) – Christmas Fayre key details document.
- [Appendix B](#) – 2015 Christmas Fayre Review Action Plan and progress table.
- [Appendix C](#) – Christmas Fayre Engagement/surveys summary document.
- [Appendix D](#) - Information from Christmas Fayres held in other places and scheduled of Christmas events in West Suffolk.
- [Appendix E](#) – Strengths, Weaknesses, Opportunities and Threats document.
- [Appendix F](#) – Proposed Three Year Action Plan.
- 1.7 The SEBC Portfolio Holder for Planning and Growth informed the SEBC Committee how important it was to ensure the safety of the public at events, and referred to paragraph 5.32 in the report. She explained that the Council had led a table-top exercise to test how all partners would be able to respond in the event of an incident occurring at the Fayre. This unfortunately took place after the Joint Task and Finish Group’s final meeting, but raised some important points and hoped the Overview and

Scrutiny Committee would support an additional recommendation arising from the review. This would add the following wording to Appendix F on "Safety and Security" as follows:

"An Independent Peer Review of the Council's Command and Management of the Christmas Fayre and Event Safety Plan is commissioned. This should consider the management and skills / expertise to deliver the roles required, learning and development as well as whether the skills set within the organisations involved are fit for purpose for continuing to deliver the Plan in the future. The recommendations of the review will be considered by the Chief Executive in consultation with the Portfolio Holder for Planning and Growth".

In addition, the Portfolio Holder suggested a further minor change for the purposes of clarity; in Appendix F under "Finance", which states "Contact town centre organisations offering them the opportunity to contribute towards the Christmas Fayre". She proposed that the word "organisations" be replaced with "stakeholders", as this was felt a broader word, which potentially captures all parties who might contribute.

2. Overview and Scrutiny Committee

- 2.1 Both Overview and Scrutiny Committees scrutinised the report in detail and asked a number of questions to which officers duly responded.

In particular the St Edmundsbury Committee discussed the timing and length of the Christmas Fayre; the mix, types and location of stalls, and involving Bury St Edmunds Town Council in future reviews, which led to the Committee suggesting an additional recommendation that:

"An Annual Report on the Christmas Fayre should be presented to the Overview and Scrutiny Committee, and specifically in 2019, to report back on discussions with the Destination Management Organisation and the BID (Our Bury St Edmunds) on willingness; desire of businesses to have/provide additional Christmas stalls throughout the town, over a longer period to create "Christmas in Bury".

- 2.2 Both Committees accepted the proposed amendments put forward by the SEBC Cabinet Member for Planning and Growth, and the Forest Heath Overview and Scrutiny Committee accepted the proposed additional recommendation put forward by the St Edmundsbury Overview and Scrutiny Committee.
- 2.3 The Overview and Scrutiny Committees have put forward recommendations as set out on page two of this report.

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Overview and Scrutiny Committee

Title of Report:	Review of Bury St Edmunds Christmas Fayre – Final Report	
Report No:	OAS/SE/18/032 OAS/FH/18/031	
Report to and date:	Overview and Scrutiny Committees	7 November 2018 (SEBC) 8 November 2018 (FHDC)
	Shadow Executive (Cabinet)	27 November 2018
Portfolio holders:	<p>Councillor Susan Glossop Portfolio Holder for Planning and Growth (SEBC) Tel: 01284 728377 Email: susan.glossop@stedsbcc.gov.uk</p> <p>Councillor Lance Stanbury Portfolio Holder for Planning and Growth (FHDC) Tel: 07970 947704 Email: lance.stanbury@forest-heath.gov.uk</p>	
Lead officers:	<p>Julie Baird Assistant Director, Growth Tel: 01284 757613 Email: julie.baird@westsuffolk.gov.uk</p> <p>Andrea Mayley Service Manager (Economic Development and Business Growth) Tel: 01284 757343 Email: andrea.mayley@westsuffolk.gov.uk</p>	
Purpose of report:	This report summarises the review of the Bury St Edmunds Christmas Fayre and presents a draft action plan for taking forward the recommendations from the Christmas Fayre Joint Task and Finish Group.	

<p>Recommendation:</p>	<p>Overview and Scrutiny Committee:</p> <p>The Overview and Scrutiny Committee is invited to <u>recommend</u> the Christmas Fayre Review Report and the supporting Three Year Action Plan (Appendix F) to the Shadow Executive (Cabinet) for approval.</p>
<p>Key Decision:</p> <p><i>(Check the appropriate box and delete all those that do not apply.)</i></p>	<p><i>Is this a Key Decision and, if so, under which definition?</i></p> <p>Yes, it is a Key Decision - <input 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>
<p>Consultation:</p>	<ul style="list-style-type: none"> • Section 3 explains the full engagement programme undertaken to support the review. This included a wide consultation programme including interested stakeholders; visitors to the 2017 fayre; residents groups; town and parish councils; stallholders; and Council support services. •
<p>Alternative option(s):</p>	<p>Paragraph 5.4 of the report sets out the six possible options considered by the review and explains the determining consideration in each case. The five alternative options were:</p> <ol style="list-style-type: none"> 1. Continue with the Christmas Fayre in the current format; 2. Decide not to hold a Christmas Fayre; 3. Decide to run the fayre as a commercial event either in-house or by a commercial partner; 4. Reduce the scale of the event significantly; and 5. Extend the duration of the fayre over a longer number of days.

Implications:			
Are there any financial implications? If yes, please give details		Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> <ul style="list-style-type: none"> • Commitment to provide the Christmas Fayre for the next three years. • The Christmas Fayre should be managed as a cost-neutral event by the Council. • Request for a one-off allocation of £20,000 to be used to support the proposed changes recommended in the report. 	
Are there any staffing implications? If yes, please give details		Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> <ul style="list-style-type: none"> • The proposed changes have implications for the operating staff who will need to change the way the fayre is planned; set up; and managed. In addition, the proposed changes will increase the workload of staff who make the detailed arrangements for bookings and infrastructure and ensure the fayre is safe. 	
Are there any ICT implications? If yes, please give details		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> <ul style="list-style-type: none"> • 	
Are there any legal and/or policy implications? If yes, please give details		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> <ul style="list-style-type: none"> • 	
Are there any equality implications? If yes, please give details		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)
	Low/Medium / High*		Low/Medium/ High*
The security costs/requirements increase beyond the budgeted amount	Medium	Early dialogue with the Police and security agencies to ensure security costs are factored in at an early stage and proposed changes to funding requests are flagged prior to expenditure commitments.	Low
The proposed changes to the Fayre result in less income than budgeted	Medium	Careful planning of the new stalls and new costs to ensure that income comes in on target	Low

he proposed changes prove unpopular with visitors, stakeholders and stallholders	Medium	A focus group be established to test the proposals with the interested parties and suggested amendments are considered/delivered	Low
The proposed changes cause operational issues with added time and costs	Medium	Test proposed changes thoroughly with operational staff and make necessary amendments ahead of the fayre.	Low
Ward(s) affected:	All West Suffolk wards		
Background papers: <i>(all background papers are to be published on the website and a link included)</i>	<p>18 April 2018 Overview and Scrutiny Committee report Review of Bury St Edmunds Christmas Fayre – Scoping Report OAS/SE/18/013</p> <p>19 April 2018 Overview and Scrutiny Committee report Review of Bury St Edmunds Christmas Fayre – Scoping Report OAS/FH/18/012</p> <p>2015 review of the Christmas Fayre: Cabinet report OAS/SE/15/016</p> <p>Recommendations of the Overview and Scrutiny Committee CAB/SE/15/077</p>		
Documents attached:	<p>Appendix A – Christmas Fayre key details document</p> <p>Appendix B – 2015 Christmas Fayre Review Action Plan and progress table</p> <p>Appendix C - Christmas Fayre Engagement/surveys summary document</p> <p>Appendix D – Information from Christmas Fayres held in other places and schedule of Christmas events in West Suffolk</p> <p>Appendix E – Strengths, Weaknesses, Opportunities and Threats document</p> <p>Appendix F – Proposed Three Year Action Plan</p>		

Key issues and reasons for recommendation

1. Introduction

- 1.1 This report details the process and consideration taken by the Joint Task and Finish Group set up to review the Christmas Fayre event held annually in Bury St Edmunds. The second section of the report sets out the background to both the event itself and the origins/make up/scope of the Joint Task and Finish Group and the review it undertook.
- 1.2 The third section of the report details the engagement process and refers to **Appendix C** that contains the responses received. From the feedback received a list of common issues and challenges was created and detailed in this section.
- 1.3 The Evidence Base considered by the Joint Task and Finish Group is set out in Section 4 that also refers to more detail contained within **Appendix D**. This information was used to challenge current practices and identify opportunities for our fayre.
- 1.4 The fifth section of the report sets out the options considered by the Joint Task and Finish Group. It then takes each of the areas included in the scope of the review in turn and details the finding and recommendations to be taken forward. This section also refers to the action plan (**Appendix F**) which provides a succinct list of each of the proposed actions with an explanation of who is responsible for each action and by when.
- 1.5 The final section of the report is the conclusion that aims to draw together the main elements of the review and also to provide some reflection from the Joint Task and Finish Group on the process.

2. Background

- 2.1 The Bury St Edmunds Christmas Fayre has been running since 2003. St Edmundsbury Borough Council organises the event and commits staff and resources to running it. It is currently run as a not-for-profit community event and attracts over 130,000 visitors to Bury St Edmunds over a four-day period. As such, it was reported by the National Association of British Markets Authorities in 2015 to be in the top dozen Christmas Markets in the UK in terms of its size and economic contribution. **Appendix A** 'Key Details' provides more information about the fayre and how it is run.
- 2.2 A formal review of the Fayre was last carried out in 2015 by a Task and Finish Group consisting of 6 members of St Edmundsbury Overview and Scrutiny Committee, who met in August and October 2015 and then reported to Cabinet in December 2015. The review concluded, "St Edmundsbury Council should commit to the Christmas Fayre for the remainder of the current administration" (i.e. May 2019) and made a number of recommendations that have been, or are being implemented. **Appendix B** includes the 2015 – 2019 Operational Plan and shows progress against the recommendations.

2.3 On 18 and 19 of April 2018 both the St Edmundsbury and the Forest Heath Overview and Scrutiny Committees resolved to establish a Joint West Suffolk Task and Finish Group to complete a review of the Bury St Edmunds Christmas Fayre for the following reasons:

- i) The current commitment to continue with the Fayre only runs until April 2019, so decisions are needed as to what should take place in winter 2019;
- ii) Planning for the Christmas Fayre starts in the preceding year. As such, a decision will need to be made in 2018 for the 2019 Fayre;
- iii) If the event goes as planned, the 2019 Christmas Fayre will be the first to be run by the new West Suffolk Council as opposed to St Edmundsbury Borough Council. For this reason, current members from across West Suffolk need to be involved in the decisions about the future of the Fayre; and
- iv) The new anti-terrorist requirements for large-scale events were not in place in 2015 when the previous review was carried out. These requirements have financial and other implications and it would be helpful to consider these alongside a wider review of the Fayre.

2.4 The Joint Task and Finish Group included ten Members from both Overview and Scrutiny Committees along with support from officers, including the Service Manager for Economic Development, Markets Development Officer, Service Manager (Health and Safety) and a Policy Business Partner. The following Members were appointed to contribute to the Christmas Fayre Task and Finish Group:

- Cllr Bloodworth, Market Ward
- Cllr Patrick Chung, Southgate Ward, Bury St Edmunds
- Cllr Paula Fox, Haverhill South
- Cllr Susan Glossop, Risby Ward (became Portfolio Holder for Planning and Growth on 17 September 2018)
- Cllr Diane Hind, Northgate Ward, Bury St Edmunds
- Cllr Paul Hopfensperger*, St Olaves Ward, Bury St Edmunds
- Cllr Christine Mason, Brandon East
- Cllr Robert Nobbs, St Marys Ward
- Cllr David Palmer, Brandon West
- Cllr Frank Warby, Moreton Hall

* Cllr Hopfensperger resigned from the Task and Finish Group at its second meeting on the 1 August 2018 and Cllr Chung became a permanent member of the group.

2.5 The following table sets out the scope of the Joint Task and Finish Group's approach.

Principle and ownership	Consider whether West Suffolk Council should continue to support a four day Christmas Fayre in Bury St Edmunds from 2019 that is run on a not-for-profit basis and organised directly by the Council.
Vision	Review current vision ("The Bury St Edmunds Christmas Fayre is a fun, festive and inclusive event for all ages. The event is designed to attract visitors and have a positive effect on local people and businesses. The Fayre is provided by St Edmundsbury Borough Council".)
Timing and length	Review dates (currently last weekend in November) and timings and length of event and consider alternative options.
Format and venues	Review current elements of the Fayre (stalls and entertainment and funfair) and the 10 venues used
Type of stalls	Review current split of stalls (i.e. approx. one third of each of household goods; foods; and personal goods)
Links to wider economy (retail and tourism)	Review the impact on local businesses, both positive and negative.
Transport and accessibility	Review the current transport and accessibility arrangements, including parking; coaches; park and ride; disabled access.
Finance	Review the current financial position of the Fayre (including security costs) and other potential options. Consider the overall cost of the Fayre, including opportunity costs and the indirect benefits.
Staffing and volunteers	Review current casual staffing arrangements (employed by SEBC) and volunteers
Safety and security	Review the anti-terror measures put in place for the 2017 Fayre and note the separate review of health and safety of the 2017 Fayre.
Examples from other places	Consider examples of best practice from other places around the UK and overseas
Communications and marketing	Review the current arrangements for communication and marketing about the Fayre, and consider alternatives.
Management and Resources	Review the management arrangements in previous years and outline the benefits and costs of alternatives

2.6 The Task and Finish Group met four times over the summer of 2018:

- 14 June
- 1 August
- 11 September
- 5 October.

- 2.7 The Task and Finish Group also agreed to consider the progress made with regard to implementing the actions agreed in 2015 in the form of a 3-year operational plan for the Christmas Fayre. As mentioned above, **Appendix B** includes the 2015-2019 Operation Plan and the progress made to date.

3.0 Engagement

- 3.1 A wide range of engagement opportunities have been undertaken to enable the Task and Finish Group to become as informed as possible with regard to the varying stakeholders for the fayre. The following groups have provided information in response to a number of questions.

- OurBuryStEdmunds (Business Improvement District)
- Town centre businesses
- Businesses that provide services to the Fayre
- Bury St Edmunds and Beyond (Destination Management Organisation)
- Arc management
- Town centre residents associations (collective meeting)
- Town Centre Masterplan Advisory Group
- Emergency services
- Town and parish councils in West Suffolk
- Stallholders
- Local schools

- 3.2 In addition to the groups above, the Task and Finish Group took account of the feedback from residents and visitors given through the online Christmas Fayre Visitors Survey in 2017 and 2016. In recognition of the fact that a number of Council services are involved to a greater or lesser degree in the delivery of the Christmas Fayre – an officer group was convened to provide feedback into the review. **Appendix C** includes summary details of the feedback received by the various groups.

- 3.3 A series of standard questions were crafted in order to ensure continuity in the response and to make sure all of the elements of the review were covered. These questions were:

1. Should the fayre be a showcase for West Suffolk, encouraging people to return after the event?
2. Can the town continue to accommodate the increasing visitor numbers?
3. Should the stalls have a local bias?
4. Is the quality of product being sold on the stalls important?
5. Should the Christmas Fayre be more festive, perhaps through a theme?
6. Should the format of the fayre be the same every year?
7. When should the fayre be held, and does a four day event give the right balance between enjoyment of the fayre and the impact on local residents/infrastructure?
8. How important is the size of the fayre?

- 3.4 The Task and Finish Group considered the wide range of information fed back from the consultation process and concluded that the following issues and challenges exist:

- The Fayre is too big.
- There is not enough Christmas Spirit
- Same every year
- Resource intensive
- Expensive for small stallholders
- Not enough seating/dwelling opportunities
- Not all local businesses benefit
- No robust data to prove benefit during and after the Fayre
- Food safety standards
- Quality of some stalls

3.5 Many of the concerns raised have led to the recommendations that are contained in the action plan at **Appendix F**.

4.0 Evidence Base

4.1 In addition to the feedback from stakeholders, members of the Task and Finish Group considered information gathered from other towns who also run similar Christmas fayres or markets and published reports from the National Association of British market Authorities (NABMA). This exercise enabled members to look at the opportunity to learn lessons from other towns and to look for best practice. The organisers of these events in Bath, Lincoln, Salisbury, Stratford Upon Avon and Winchester were contacted help us verify and build on the research. These conversations resulted in the following headlines:

1. Consider developing a long-term plan with the BIDs or other partners for Christmas events delivery as a whole.
2. Incorporate the Cathedral more into the event so it can be showcased to visitors.
3. Ensure there are stalls or events attracting visitors to all major parts of the town/city.
4. Investing in and setting up wooden chalet stalls are costly but make a big difference to the appearance of the fayre.
5. Consider running the fayre over an extended period of time if at all possible initial set-up costs are high but daily costs are low so more cost-efficient to run over a longer period of time (more income from stall-holders for the same set-up costs).

It should be noted that the option to extend the length of the fayre is only viable if it is located on already pedestrianised streets or off street areas such as shopping centres, parks and cathedral grounds.

6. Work closely with local producers and traders and businesses located within the vicinity of the fayre and develop supportive initiatives to encourage them to be more involved.

7. Whilst one-way systems for foot traffic seems like a good solution to reducing overcrowding it can be unpopular with shoppers. Simpler techniques can be used such as clearer signage and maps and extending the fayre to allow stalls to be more spaced out.
- 4.2 In addition to the evidence gathered from other towns across the country, the Task and Finish Group considered information about the other festive events that are organised across West Suffolk during the Christmas period.
- 4.3 **Appendix D** sets out in more detail the information gathered from the other towns explained in paragraph 4.1 above and also includes the research gathered from other Christmas events held across West Suffolk.

5. Christmas Fayre Review – findings and recommendations

- 5.1 The Christmas Fayre review covered a wide range of considerations that were grouped under the thirteen themes included in the review scope. The group was provided with a substantial amount of information to enable it to carry out its review.
- 5.2 The Joint Task and Finish Group consisted of members with varying degrees of understanding about the fayre and to this end a 'Key Details' document was produced to help provide all members of the group with a similar level of understanding. The key details document is included at **Appendix A** and includes facts about how many people attend the fayre; how many stallholders there are; duration of the fayre; organisation responsibility; details of the entertainment; types of stalls; safety and security; finances; staffing and resources; communications and marketing; and a summary of the examples of fayres from other towns. This information provided a good understanding of how the 2017 fayre was organised.
- 5.3 In order to assist with the task ahead of the review group, a Strengths, Weaknesses, Opportunities, and Threats (SWOT) document was produced. This document is available at **Appendix E**. A number of the key points, in particular the opportunities, set out in the SWOT were also raised as points of interest by stakeholders and members of the Task and Finish Group themselves. For example, more festive decoration; changes to the layout of the fayre; incentivising artisan stalls or stalls providing healthy eating options.
- 5.4 At the early meetings of the Task and Finish Group, a number of key options were considered. There was no assumption that they would be recommending the Christmas Fayre should continue and the group was entirely open to any outcome from the consultation feedback and evidence base. The options considered by the group were:
 - (a) Continue with the Christmas Fayre in the current format;
 - (b) Decide not to hold a Christmas Fayre after the 2018 event;
 - (c) Decide to run the Fayre as a commercial event, either in-house or by a commercial partner;
 - (d) Reduce the scale of the event significantly;
 - (e) Extend the duration of the fayre over a longer number of days; and

- (f) Make changes to the procedures, stalls and layouts within the boundaries of the existing fayre.
- 5.5 The Task and Finish Group concluded that the options to not make changes or not to hold the Fayre again were two extremes that were not palatable. The costs of reducing the scale of the fayre dramatically went against the aspiration for the fayre to be contained within budget (because the set-up costs remain the same and the income from stallholders' is the main source of revenue). Option (c) was also discounted as a community based event was preferred and there is a lack of alternative delivery bodies available to deliver this not for profit event (more detailed discussion on this point is available at para's 5.38 and 5.39). The disruption from extending the number of days the fayre is held over was also seen to be a concern (and explained in more detail at paragraphs 5.14 and 5.15). Therefore, option (f) "Make changes to the procedures, stalls and layouts within the boundaries of the existing fayre" was the preferred outcome. The following paragraphs detail the proposed changes.
- 5.6 The recommendations in this report are based on findings from the online visitor's survey; discussions with the stakeholders (as described in **Appendix C**); background evidence (set out in **Appendix D**) and discussions with operational officers. All of the recommendations agreed by the Task and Finish Group are brought together into a 3-year action plan that is attached at **Appendix F**.
- 5.7 The following paragraphs take each area of the review in turn and explain the considerations and recommendations from the Task and Finish Group.

Principle and ownership

- 5.8 The Task and Finish Group considered all of the evidence and questioned whether the fayre should be held at all. Whilst it was recognised that it remains to be difficult to evidence the precise economic impact of the fayre, the group were overwhelmed by the community support for the event.
- 5.9 An appreciation of the level of community support and in-kind activity resulted in the view that the fayre should continue to be run on a not for profit basis.
- 5.10 The group considered whether the fayre could be delivered by a third party or indeed a commercial company. Whilst this option should continue to be explored, the group felt that the Council should commit to running the fayre for at least the next three years. It was recognised that the commitment to three years gave rise to savings from the procurement of goods and services over a longer period.

Vision

- 5.11 The current vision for the fayre is specific about the fact that the fayre is run by St Edmundsbury Borough Council. As of next April, West Suffolk Council will deliver the fayre and therefore the wording of the vision is recommended to remain the same with the omission of the Council. The wording proposed is as follows:

"The Bury St Edmunds Christmas Fayre is a fun, festive and inclusive event for all ages. The event is designed to attract visitors and have a positive effect on local people and businesses"

Timing and Length

- 5.12 The Task and Finish Group agreed that the date of the fayre should remain fixed as the final weekend in November. The rationale behind this timing is influenced by a number of factors. Lincoln holds its fayre the weekend after ours and a number of stallholders attend both fayres. The weekend after this is one of the busiest for our town centre retailers and the disruption of the fayre may affect trade in the town. The fact that "Black Friday" often clashes with the weekend of our fayre is regrettable however holding the fayre the weekend before attracts criticism about holding the fayre too soon.
- 5.13 The best practice information gleaned from other towns that hold a similar event (**Appendix D**) led the Task and Finish Group to consider whether to extend the number of days of the event. Of the five towns considered (Bath, Lincoln, Salisbury, Stratford Upon Avon and Winchester), three hold extended fayres of 18 to 34 days. Only Lincoln and Stratford Upon Avon run fayres on a similar duration to ours (3 to 4 days). The benefits to running events over a longer duration include the ability to spread set-up/down costs across a longer period; higher stall income; and the provision of more attractive stalls (for example wooden chalet style).
- 5.14 The physical layout of each town centre varies from town to town and when compared to Bury St Edmunds. Each of the three towns that hold longer fayres do so with minimal disruption to the function of the town (in terms of accessibility). In Bury St Edmunds, the closure of Angel Hill is an inevitable safety measure that is required for almost all large events in this part of town. The group considered whether the fayre could be held in another part of the town or on the outskirts; however, it was agreed that it was ostensibly Angel Hill, the Cathedral and the Abbey Gardens that needed to be the focus of the showcase. Consideration was also then given to whether the Abbey Gardens could host the fayre on its own; however, it was understood that the gardens are a Scheduled Ancient Monument and are already utilised to the maximum possible without causing harm. It would also be likely that the numbers of people visiting would result in Angel Hill having to be closed for safety reasons. The group was also aware that extending the Fayre over a longer period would extend the impact upon the local businesses.
- 5.15 The group raised the question as to whether the hours of the fayre could be extended each day to help spread the visitors. A number of factors influenced the decision to keep to the same hours including that the current hours are designed to encourage visits to the local pubs and restaurants that exist in town; changing the hours wouldn't affect the coach groups who tend to have left by 5pm each day; and the extension of hours would require a second shift of stewards and staff which would adversely affect costs.
- 5.16 It was agreed that the duration of the fayre should continue to be four days.

Format and Venues

- 5.17 The blend of indoor and outdoor stall locations enables a wide range of goods to be sold. Any products particularly affected by the weather can be protected by available stall positions in the Apex and the Athenaeum.
- 5.18 One of the criticisms of the current fayre was the fact it was the same every year and for some people was feeling stale. The Task and Finish Group considered the idea that stalls should change positions every year and that themed areas could be created for certain types of offer. Ultimately, due to considerations relating to the health and safety of people (the need to spread elements out) and the administrative challenges with running a fayre of this size it was considered that a manageable level of change could make a big difference. The main opportunity considered by the Task and Finish Group was to create a food, drink and entertainment space with some new stalls and the relocation of other stalls in key locations. Creating this space would also offer the opportunity for some covered seating to help enhance the customer experience.

Type of stalls

- 5.19 The Task and Finish Group were keen to ensure the quality offer of the stalls and the festive appearance of the Fayre as a whole. At the 2018 Fayre (in a few weeks), a stall audit will be carried out to increase the knowledge of the quality and appearance of the stalls at present. This information will be used to drive changes for the 2019 fayre. In addition, the stallholders are being asked to adhere to the requirement to make their stalls and themselves appear festive.
- 5.20 The fayre attracts some criticism relating to the offer and pricing of gifts. The group felt that the pricing structure for stalls could be used to incentivise local artisan groups who may wish to take part in the fayre. This would lead to greater variety of stalls and offer (things for people to buy). In addition, the same incentives could be used to encourage healthier food options alongside the traditional choices.

Links to wider economy (retail and tourism)

- 5.21 The understanding of the impact of the Christmas Fayre upon the wider economy is based upon statistics that capture the number of visitors, the likely spend and anecdotal evidence that is hard to verify. Although it is difficult to quantify the impact, the Task and Finish Group thought it was essential that we continue to spread the benefits of the fayre locally and into West Suffolk. The group identified the best opportunity for this was incentivising visitors to return to the area at a time in the future. The group therefore advocates more work with partners to create opportunities for visitors to return at other times of the year and help track measure the impact of these repeat visits.

5.22 Transport and Accessibility

The last review of the fayre in 2015 identified the need for us to work in partnership with local travel providers to promote sustainable methods of

accessing the town during the fayre weekend. In addition, it was identified in 2015 that access for disabled people needed to be provided. The Task and Finish Group endorsed both of these actions.

- 5.23 One of the main criticisms raised about transport and accessibility is the provision of car parking. All of the town centre car parks fill up during the event and other privately owned car parks are added to supply more spaces. The Council runs the park and ride site from Claas at Saxham and both car parks at Olding Road and West Suffolk College are available for park and walk. It is the case that more people want to come to the fayre than the car parks can cater for. Any decision to increase the supply of car parking needs to be taken in the context of the impact upon the number of people in the town centre. For health and safety reasons it is considered that, the event is at its maximum capacity. It is still a safe event and the Task and Finish Group recognised that this was of paramount importance.
- 5.24 The Task and Finish Group did however explore opportunities to improve the customer experience around the park and ride in particular and at the same time help to make the service more cost effective. For these reasons, the opportunity to provide 'Premier Parking' is being explored with the option of pre-booking, and thus guaranteeing, a space. In addition, the opportunity to pay by card is being explored.

5.25 **Finance**

The Task and Finish Group were clear that the Christmas Fayre should be run, as far as possible, within budget with costs not exceeding income. There was an acceptance that the impact of unforeseen anti-terrorist measures have to be provided if the event is to be allowed to be held. There had clearly been an impact on the finances of the 2017 fayre as a result of the unforeseen cost of the new standard anti-terrorist measures. It is considered important for several reasons, including financial considerations that any proposed changes/requirements relating to anti-terrorist or policing activities are flagged sooner rather than later. The receipt of early intelligence enables the financial impact of such changes to be mitigated.

- 5.26 One of the factors that had contributed to an overspend in 2017 was the loss made by Park and Ride. In an attempt to reduce this cost, the prices for Park and Ride are being increased this year to £10 per car (from £8). In addition, as detailed at paragraph 5.24 above there are plans to create Premier Parking that will also help to increase the revenue from Park and Ride.
- 5.27 Members of the Task and Finish Group saw that the biggest income source for the Christmas Fayre came from the fees paid by the stallholders. The information also showed that the fees for the stalls are automatically increased by 4% year on year. The feedback from stallholders (as set out in **Appendix C**) showed that for some businesses, the increases are reaching a level where it is becoming unviable for them to attend. Normally, the increases affect the smaller businesses who are often the type of stall we would want to attract. Therefore as mentioned at paragraph 5.20 above, the Task and Finish Group suggested that there should be more of a differentiation in the fees paid by certain types of stallholders. This would

enable the type of stalls most desired to be incentivised to attend by providing them with a pricing structure more suited to their business.

- 5.28 It was felt that more could be made of sponsorship for the fayre. Members recognised that selling sponsorship packages was a specialist task and also that care should be taken to make sure that the sponsorship amount is more than the time/money spent on signing sponsors up. It was therefore suggested that a piece of work should be commissioned to find out how much the fayre could potentially generate in sponsorship terms and also what the best method of achieving this potential would be.
- 5.29 The Task and Finish Group felt that a number of other town centre organisations should be asked whether they would like to make a contribution towards the Christmas Fayre.

Staffing and Volunteers

- 5.30 Following the 2015 review, a number of changes have been made to the way the fayre stewards are recruited and organised. The need for experienced and well-trained stewards is a constant requirement every year. The role of stewards is different to the role of guides and volunteers and there is some scope for the guides and volunteers to be more easily identified as people who are there to support visitors and make sure that their visit to the fayre is an enjoyable one.

Safety and Security

- 5.31 The safety and security considerations are of paramount importance in the delivery of the Christmas Fayre. The congregation of 130,000 people in total over the four days of the fayre requires a higher level of planning and resourcing than other Council-run events. The Service Manager for Health and Safety prepares an Event Safety Plan every year that incorporates the results from a wide number of agencies and consultees. The safety plan goes to the Safety Advisory Group (SAG) which is an advisory group made up of Event Professionals from the Police, Police event team, Fire, Ambulance, Building Control, Environmental Health, Licensing and Health and Safety. The purpose and scope of SAG is to provide a forum for discussing and advising on public safety at an event. They aim to help organisers with the planning, and management of an event and to encourage cooperation and coordination between all relevant agencies. They are non-statutory bodies and so do not have legal powers or responsibilities, and are not empowered to approve or prohibit events from taking place. Event organisers and others involved in the running of an event, retain the principal legal duties for ensuring public safety.
- 5.32 The safety plan also goes to West Suffolk Joint Health and Safety Panel. The safety plan as per last year will be tested at a Police led Table Top Exercise involving players from all emergency services, Security Company officers and other observers. Following this, final tweaks will be made to the plan.
- 5.33 The safety of visitors to the fayre includes ensuring that food standards are high. The current requirement for all food stalls is that they meet Food Hygiene rating 3 or above. All food stalls are supplied with the Food Safety

leaflet that provides advice and guidance to enable food stalls to meet West Suffolk market inspection standards. In addition, there is a requirement for all stalls with animals for petting to have an appropriate risk assessment and procedures in place to ensure risk of infection is low.

Examples from other places

- 5.34 As identified in **Appendix D** and at paragraph 4.1 above, five other towns were surveyed to find best practice and lessons that we may be able to translate the learning to in the delivery of our fayre. These were considered at the first meeting of the Task and Finish group.

Communications and marketing

- 5.35 A communication plan is prepared for each Christmas Fayre to make sure the key messages are sent out via all available channels. The Christmas Fayre is in a slightly unusual position in that it does not need to promote the event to potential visitors, as there is no shortage of people attending. Our challenge is more about providing visitors, local residents, stakeholders and businesses with the most relevant and up to date information about the event. One of the initiatives the Task and Finish Group felt would help enhance the visitor experience was a directory and map of stalls. At the moment, there are some visitors who do not appreciate that there are more stalls on Angel Hill (when visiting Apex) and vice versa. The map/directory would help to show the scale of the fayre and would help to spread the visitors throughout the town. The map/directory also gives the opportunity for visitors to be made aware of the local businesses/retailers and their offer. The proposal is that a map and directory (also to be made available electronically) be prepared for the 2019 fayre and the possibility of charging for the map is to be considered to help with the costs.
- 5.36 It was clear to the Task and Finish Group that there are a number of other events held in the run up to Christmas around West Suffolk. It was felt that there would be a huge advantage to jointly promoting these other events at the same time as the Christmas Fayre. This would reduce duplication and improve penetration of the marketing materials. The opportunity here is to work with other partners who hold similar events and co-ordinate the marketing activity for the benefit of all.

Management and resources

- 5.37 The imperative to keep the delivery of the Christmas Fayre within budget constrains the opportunities to make major changes to the fayre – because there are inevitable costs of the proposed changes. The proposal is that a separate one-off budget be set up to enable the proposed initiatives to be funded outside of the existing operational Christmas Fayre budget. In addition, the opportunity for staff to become involved with the delivery of the Christmas Fayre each year can be mutually beneficial; therefore, the wider officer team are encouraged to support the delivery of the fayre going forward.

- 5.38 The 2015 review considered in detail the alternative options for the delivery of the fayre. These included running the fayre as a commercial event; establish an arm's length vehicle to run the fayre and other events across West Suffolk; and end the Councils involvement with the fayre and explore future options for running the fayre with existing town centre organisations. The last of these three options was discounted for the reason that neither existing town centre organisations were in a position to "take on" the enormity of running the fayre along with its inherent risks. In addition, both organisations are looking at Bury St Edmunds being the focus of activity and therefore neither are in a position to truly represent West Suffolk in its entirety, which we have committed to as part of the overall vision.
- 5.39 The option of delivering the Christmas Fayre as a commercial event implies that there is an option of generating income that the current arrangement does not tap into. Whilst there may be scope for additional sponsorship (see para 5.28 above), there is not the opportunity to raise income dramatically. A ticketed event could be considered, however the impact of cordoning part of the town off and restricting access to local residents seems to go against the re-stated vision for the fayre. Members of the Task and Finish Group were also keen to keep the level of community involvement and good will. These things would be eroded by a profit driven approach.
- 5.40 The key opportunity is to continue to investigate whether a separate company could be set up providing the opportunity for several bodies (who are already delivering events across West Suffolk) to come together. Whilst it is accepted that this would take a while to bring together it would have the advantage of creating a specialist team that could be supported by the right infrastructure and skills.
- 5.41 At the end of each year, following the Christmas fayre a session is held at which lessons are learnt for the future. At the moment, this is mainly officers and is specific to the fayre just held. There is an opportunity for the Task and Finish Group to reconvene to look at recommendations for the next years' fayre. This does not need to be a full review to the extent that the 2015 review and this year's review have been; however, it could pick up opportunities and provide the officer group with a clear steer on the detail of these recommendations for the next year.

6.0 Conclusions

- 6.1 The Christmas Fayre Review Joint Task and Finish Group met four times over the summer of 2018 to review the Bury St Edmunds Christmas Fayre event. The group were supplied with information of different types designed to support this review. **Appendix A** included key details about the fayre arranged in the order of each of the review areas. In addition, the group spent time looking at the recommendations of the 2015 review and assessed progress against this review to date. The details of this progress are attached at **Appendix B**. It became clear that the review in 2015 had been a more process related review.
- 6.2 The Task and Finish Group sought a significant amount of consultation from a variety of different groups, some closer to the event and others indirectly affected. The breadth of consultation undertaken did not result in as broad a

range of views as one may have expected. The majority of people were very positive about the fayre and were willing to contribute to the review in the spirit of making the event even better.

- 6.3 The Task and Finish Group have distilled a number of recommendations, set out in the action plan at **Appendix F**, which are to be presented to both Overview and Scrutiny meetings. In addition, in order to deliver the proposals set out in the action plan it was suggested that a one-off fund be established to cover the costs of change only.

The request of the Task and Finish Group is that both Overview and Scrutiny Committees will then make these same recommendations to Shadow Executive (Cabinet) for their approval. The view of the Task and Finish Group is that the proposed changes will result in the continued improvement of the fayre for at least the next three years.

- 6.4 At the end of the review period, the Task and Finish Group were asked to reflect on the process of the review. The group considered whether they had held sufficient meetings to go through the necessary business; whether the frequency of the meetings had been appropriate; and whether they had received all of the information necessary to undertake the review. Members of the group commented on the amount of information that had to be considered and as a result were pleased with the number of meetings and that they had been given sufficient time to prepare between meetings. The group expressed their collective support for the process and the part they had been able to play in improving the Christmas Fayre.

BURY ST EDMUNDS CHRISTMAS FAYRE - ACTION PLAN 2019-22

FINAL

Document author	Andrea Mayley, Service Manager Economic Development and Business Growth	FINAL		
Document owner	Sharon Fairweather, Markets Development Officer			
No.	Theme	Action	Person or group responsible	Timings
1	Principle and ownership	The Council should commit to the Christmas Fayre for three years (2019, 2020 and 2021). This will allow the Markets Development Officer to procure contracts for the Fayre which should generate budget savings.	Cabinet	December 2019 - December 2022
		West Suffolk Council should continue to run the Christmas Fayre for this period, however alternative options for the delivery of events in West Suffolk should continue to be explored.		
2	Vision	Endorse the current vision for the fayre as: "The Bury St Edmunds Christmas Fayre is a fun, festive and inclusive event for all ages. The event is designed to attract visitors and have a positive effect on local people and businesses."	Cabinet	December 2019 - December 2022
3	Timing and length	The Council should keep the same duration of the fayre (running over four days) and ensure that the timing of the event does not conflict with other major Christmas Fayres or local events.	Cabinet	December 2019 - December 2022
4	Format and venues	A food/drink/entertainment space should be created within the layout of the fayre with covered seating.	Service Manager - Health and Safety; Markets Development Officer; Service Manager - Economic Development	December 2019 - December 2022
		Make changes to the location of some stalls to benefit the layout of the event and to enhance the customer experience.		
		Consider incorporating the Cathedral to a greater extent.		
5	Type of stalls	Undertake an audit of the stalls at the 2018 Christmas Fayre; record the appearance and note the offer.	Policy Officer	December 2019- December 2022
		Create a pricing structure for stalls that reflects the location of the stalls and incentivises the provision of local craft products and healthy eating choices.	Markets Development Officer	
		Enforce the requirement for stalls and stallholders to maintain a festive appearance.		

6	Links to wider economy (retail and tourism)	The Council should continue to provide the Christmas Fayre for the benefit of its communities and businesses and should work in partnership with other organisations to maximise the potential of all major events that are delivered across West Suffolk.	Principal Growth Officer	2019 Fayre
		Work in partnership with 'Our Bury St Edmunds'; Apex; "Bury St Edmunds and Beyond"; Discover Newmarket; Newmarket BID; Town and Parish Councils and other groups to explore incentives for Christmas Fayre visitors to return to West Suffolk. A mechanism for recording the success of the scheme should be implemented.		
7	Transport and accessibility	Work in partnership with local travel providers to advertise the availability and frequency of bus and train services to the Fayre.	Markets Development Officer; Highways Officer; and Parking Services Manager	2018 Fayre
		Ensure all areas of the fayre are disabled accessible. Where required implement alternative routes and communicate this on the website in advance of the Fayre and to stewards as part of their briefing.		2019 Fayre
		Create "Premier Parking" opportunities (including pre booking of some spaces and enabling card payments to be taken) to improve the usability of the service/customer experience and increase the resilience of the parking provision.		
8	Finance	The Christmas Fayre should be run within budget as far as possible. Additional budget spend should be approved by the Section 151 Officer.	Finance Business Advisor; Markets Development Officer; and Service Manager - Economic Development	2019 Fayre
		Park and Ride Charges to be increased to £10 per car from 2018 Fayre.		
		The commitment to the fayre for a further 3 year period helps to generate procurement savings to the Christmas Fayre budget.		
		Annual 4% increase in stall charges for many stalls with pricing differentiation for certain stall types e.g. healthy eating.		
		Advice should be obtained from professional sponsorship advisors to assess the possibility and magnitude of additional sponsorship income set against the costs of obtaining sponsorship.		
		Contact town centre stakeholders offering them the opportunity to contribute towards the Christmas Fayre.		
		Discussions to be held with Suffolk Constabulary regarding the potential timing of changes to policing charges.		
9	Staffing and volunteers	Implement a new staffing and operational structure for stewards that ensures stewards with suitable experience or qualifications are recruited at the Fayre. Where appropriate, offer training to key staff that manage volunteer/ less experienced stewards.	Markets Development Officer	2018 Fayre
		Investigate organising tour guides and volunteers into recognisable individuals (possibly Christmas themed) to enable them to identify as visitor guides/helpers more easily.		2019 Fayre

10	Safety and security	Continue to produce an Event Safety Plan following the appropriate consultation; consult with the Health and Safety Working Party and enact appropriate changes. Ensure all agencies have access to the plan and are familiar with its contents.	Service Manager - Health and Safety and Environmental Health Officer	2018 Fayre
		Ensure that all food stalls are Food Hygiene rating 3 or above on application to attend and are supplied with the Food Safety leaflet which provides advice and guidance to enable food stalls to meet West Suffolk market inspection standards. Also ensure that any petting animal exhibits have an appropriate risk assessment and procedures in place to ensure risk of infection is low.		
		An Independent Peer Review of the Council Command and Management of the Christmas Fayre and Event Safety Plan is commissioned. This should consider the management and skills/expertise to deliver the roles required, learning and development as well as whether the skills set within the organisations involved are fit for purpose for continuing to deliver the Plan in the future. The recommendations of the review will be considered by the Chief Executive in consultation with the Portfolio Holder for Planning and Growth.		
11	Examples from other places	Details of Christmas Fayres held in Lincoln, Salisbury, Stratford-upon-Avon, Bath and Winchester have been documented and opportunities explored.	Policy Business Partner	Complete
12	Communications and marketing	Produce a communications and marketing plan for the Christmas Fayre that maximises the potential of the website, local radio and social media.	Principal Growth Officer and Marketing and Sales Manager	2019 Fayre
		Produce a map and directory of stalls to be available electronically and to be distributed at the Christmas Fayre. Investigate the opportunity to charge a nominal amount to cover costs.		
		Work with Bury St Edmunds and Beyond; Our Bury St Edmunds; and other partners to ensure consistent and targeted marketing for all major events in West Suffolk. Maximise the opportunity to encourage visitors to return for other events on the West Suffolk calendar - for example discount vouchers for return visits.		
13	Management and resources	Set up a separate budget to support the costs of improvements and recommendations - including providing for additional staff resources.	Service Manager - Economic Development; Finance Business Advisor	2019 Fayre
		Share the responsibility for the delivery of the fayre wider across the corporacy.		
		Continue to investigate an arms length events company for events across West Suffolk.		
		Establish a Focus Group made up of organisations involved in delivering the fayre to test the proposed changes.		
		Test the proposed changes with the Operational staff.		
		Establish a light touch Member-led Annual Review to look at the previous year and lessons to be learnt.	Cabinet	

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Shadow Executive (Cabinet)



Title of Report:	Council Tax Base for Tax Setting Purposes 2019/2020	
Report No:	EXC/SA/18/018	
Report to and date/s:	Shadow Executive (Cabinet)	27 November 2018
	Shadow Council	18 December 2018
Shadow Executive (Cabinet) Members:	Councillor Stephen Edwards (Forest Heath) Tel: 01799 530325 Email: stephen.edwards@forest-heath.gov.uk	Councillor Ian Houlder (St Edmundsbury) Tel: 07970 729435 Email: ian.houlder@stedsbc.gov.uk
Lead officer:	Gregory Stevenson Service Manager – Finance and Performance Tel: 01284 757264 Email: gregory.stevenson@westsuffolk.gov.uk	
Purpose of report:	To set out the basis of the formal calculation for the council tax base for the financial year 2019/2020.	
Recommendations:	<p>It is <u>RECOMMENDED</u> that, subject to the approval of Shadow Council:</p> <p>(1) the tax base for 2019/2020, for the whole of West Suffolk is 55,056.11 equivalent Band D dwellings, and for each of the predecessor areas is: Forest Heath 18,313.11 and St Edmundsbury 36,743.00, as detailed in paragraph 1.4.3 of Report No: EXC/SA/18/018; and</p> <p>(2) the tax base for 2019/2020 for the different parts of its area, as defined by parish or special expense area boundaries, are as shown in Appendices 3 and 4 to Report No: EXC/SA/18/018.</p>	

Key Decision: <i>(Check the appropriate box and delete all those that do not apply.)</i>		<i>Is this a Key Decision and, if so, under which definition?</i> Yes, it is a Key Decision - <input type="checkbox"/> No, it is not a Key Decision - <input checked="" type="checkbox"/>	
<i>The decisions made as a result of this report will usually be published within 48 hours and cannot be actioned until five clear working days of the publication of the decision have elapsed. This item is included on the Decisions Plan.</i>			
Consultation:		<ul style="list-style-type: none"> The tax base figures provided within Appendices 3 and 4 of the report have been communicated to town and parish councils so they can start to factor these into their budget setting process. 	
Alternative option(s):		<ul style="list-style-type: none"> Not applicable 	
Implications:			
<i>Are there any financial implications? If yes, please give details</i>		Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> <ul style="list-style-type: none"> The council tax base calculations are used to determine the New Homes Bonus received by the Council, and the level of council tax set by the Council. Once approved, the tax base for council tax collection purposes of 55,056.11 will be included in the council's Medium Term Financial Strategy. 	
<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"> 	
<i>Are there any legal and/or policy 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 equality implications? 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)
The Council's ability to collect Council Tax income in the current economic climate.	High	Two separate collection rates have been applied to the taxbase calculations in respect of collectability. Communication plan in place.	Medium
Ward(s) affected:		All Wards	
Background papers:		None	

Documents attached:

Appendix 1: Forest Heath CTB Return made to Central Government on 4 October 2018.

Appendix 2: St Edmundsbury CTB Return made to Central Government on 4 October 2018.

Appendix 3: 2019/2020 Tax Base for each Parish and Town Council within the predecessor area of Forest Heath.

Appendix 4: 2019/2020 Tax Base for each Parish and Town Council within the predecessor area of St Edmundsbury.

1. Key issues and reasons for recommendation(s)

1.1 The Council Tax Base

- 1.1.1 The council tax base is the total taxable value at a point in time of all the domestic properties in the council's area. It is a yearly calculation and represents the estimated number of chargeable dwellings after allowing for exemptions and discounts, projected changes in the property base and after applying an estimated collection rate.
- 1.1.2 The total taxable value referred to above is arrived at by each dwelling being placed in one of eight valuation bands (A – H) by the Valuation Office, with a statutorily set fraction then being applied in order to convert it to a 'band D equivalent' figure. These band D equivalent numbers are then aggregated at a district wide level and are also sub totalled for parishes. This calculation has to be done by the council responsible for sending the bills out and collecting the council tax ('the billing authority'). In two tier areas, district councils fulfil this function.
- 1.1.3 The council tax base is used in the calculation of council tax. Each authority divides the total council tax income it needs to meet its budget requirement by the tax base of its area to arrive at its band D council tax. The same fractions referred to in the previous paragraph are then used to work out the council tax for properties in each of the other bands.
- 1.1.4 Orders have been laid allowing West Suffolk to harmonise the council tax of Forest Heath and St Edmundsbury over a period not exceeding 7 years. Because of this, it is necessary to calculate tax base figures for both areas currently covered by Forest Heath District Council and St Edmundsbury Borough Council (the "predecessor areas").

1.2 Calculation of the tax base for tax setting purposes

- 1.2.1 The calculation of the tax base for tax setting purposes consists of three stages:
- (a) calculation of the tax base for New Homes Bonus purposes as at 1 October 2018 (MHCLG return – CTB);
 - (b) analysis of Band D equivalents over each of the parish areas; and
 - (c) adjustment of the band D equivalents to reflect changes in the tax base as a result of any technical changes, projected changes in the property base and predicted collection rates.

1.3 Tax base for New Homes Bonus purposes

- 1.3.1 The tax base return 'CTB' is used by central government for data collection and the calculation of New Homes Bonus (see Appendices 1 and 2). This return shows the analysis of properties across the eight bands for the following classifications of liability:

- (a) properties attracting 100% liability;
- (b) properties with an entitlement to a 25% discount;
- (c) properties with an entitlement to a 50% discount;
- (d) properties with an entitlement to a 100% discount;
- (e) exemptions;
- (f) local council tax reduction scheme discounts; and
- (g) disabled relief adjustments.

1.3.2 The figures used to make the above calculations are derived from the Valuation List as deposited on 10 September 2018, and as amended to reflect any errors or omissions so far detected in reviewing that list.

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

1.4.1 The band D properties figures as at 1 October 2018 of 18,749.2 for Forest Heath and 37,354.8 for St Edmundsbury, as quoted in line 33 of the CTB forms, have been updated as at 31 October 2018 to allow for:

- (a) any changes to the Local Council Tax Reduction Support Scheme (outlined in Report No: EXC/SA/18/003, July 2018);
- (b) any technical changes to discounts and exemptions such as empty properties, second homes etc (outlined in Report No: EXC/SA/18/004, July 2018); and
- (c) potential growth in the property base during 2019/2020 taken from an average of the housing delivery numbers for those sites within the local plan and those that have planning permission, adjusted for an assumed level of discounts/exemptions.

1.4.2 After updating the band D properties figure as detailed above, an allowance is then made for losses on collection, which assumes that the overall collection rate for 2019/2020 will be 97% for Forest Heath and 98% for St Edmundsbury. In addition to this collection rate, a further adjustment has been made to allow for the collectability of the council tax arising from the Local Council Tax Reduction Support scheme, which has been assessed at 85%.

1.4.3 The resulting tax base figures for council tax collection purposes, expressed in terms of the number of Band D Equivalent properties, have been calculated as shown in the following table:

	2018/2019	2019/2020	Increase
Forest Heath	17,964.44	18,313.11	348.67
St Edmundsbury	36,490.95	36,743.00	252.05
West Suffolk	54,455.39	55,056.11	600.71

1.4.4 The tables below show the actual number of dwellings in each tax band based on the current valuations which are discounted to 1 April 1991 and the percentage in each band. There has been no national revaluation since that date.

Forest Heath:

Band	Tax Band values as at 01/04/1991 (£)	Actual Number of dwellings (Note 1)	Actual Number of dwellings as a percentage	Number of Chargeable dwellings (Note 2)	Relevant Proportion	Relevant Amount (Note 3)
@ (Note 4)				6.8	5/9	3.8
A	Up to 40,000	6,610	22.0%	4,203.2	6/9	2,802.1
B	40,001 to 52,000	9,924	33.0%	7,519.5	7/9	5,848.5
C	52,001 to 68,000	6,106	20.3%	4,499.9	8/9	3,999.9
D	68,001 to 88,000	4,098	13.6%	2,736.3	9/9	2,736.3
E	88,001 to 120,000	2,086	6.9%	1,385.5	11/9	1,693.4
F	120,001 to 160,000	762	2.5%	624.5	13/9	902.1
G	160,001 to 320,000	453	1.5%	405.6	15/9	676.1
H	Over 320,000	54	0.2%	43.5	18/9	87.0
Total		30,093	100.0%	21,424.8		18,749.2
Actual tax base after applying technical changes, an allowance for potential growth and collection rate						18,313.11

St Edmundsbury:

Band	Tax Band values as at 01/04/1991 (£)	Actual Number of dwellings (Note 1)	Actual Number of dwellings as a percentage	Number of Chargeable dwellings (Note 2)	Relevant Proportion	Relevant Amount (Note 3)
@ (Note 4)				5.5	5/9	3.1
A	Up to 40,000	5,475	11.2%	3,090.9	6/9	2,060.6
B	40,001 to 52,000	17,883	36.6%	13,732.7	7/9	10,681.0
C	52,001 to 68,000	9,720	19.9%	8,254.6	8/9	7,337.5
D	68,001 to 88,000	7,480	15.3%	6,551.9	9/9	6,551.9
E	88,001 to	4,578	9.4%	4,163.3	11/9	5,088.5

	120,000					
F	120,001 to 160,000	2,015	4.1%	1,870.0	13/9	2,701.1
G	160,001 to 320,000	1,536	3.2%	1,450.0	15/9	2,416.6
H	Over 320,000	134	0.3%	105.7	18/9	211.5
Total		48,821	100.0%	39,224.6		37,051.8
Actual tax base after applying technical changes, an allowance for potential growth and collection rate						36,743.00

Note 1: This is the total number of dwellings on the Valuation List before making any adjustments (line 1 of the CTB returns at Appendices 1 and 2).

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

Note 3: This is the total number of band D equivalent dwellings after applying the relevant proportions (line 31 of the CTB returns at Appendices 1 and 2). The final figure for New Homes Bonus setting purposes (line 33) is arrived at after making an adjustment for contributions in lieu of MOD properties (line 32).

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

1.5 **Precept Payment Arrangements for 2019/2020**

- 1.5.1 In line with the delegated authority to administer the Council's financial affairs as outlined in the Constitution, the arrangements for the scheduling of the precept payments for 2019/2020, will be determined by the Assistant Director (Resources and Performance) (Chief Financial Officer).
- 1.5.2 It is expected that the payments schedule for all parish and town councils in West Suffolk will be full payment of the precepts by 30 April 2019.

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CTB(October 2018)

Calculation of Council Tax Base

Please e-mail to : ctb.statistics@communities.gov.uk
Please enter your details after checking that you have selected the correct local authority name

Ver 1.1

Please select your local authority's name from this list

Check that this is your authority :

Forest Heath

E-code :

E3532

Local authority contact name :

Local authority contact telephone number :

01842 756464

Local authority contact e-mail address :

enquiries@forestheath.gov.uk

CTB(October 2018) form for : Forest Heath

Completed forms should be received by MHCLG by Friday 12 October 2018

Dwellings shown on the Valuation List
for the authority on
Monday 10 September 2018

Band A
entitled to
disabled relief
reduction
COLUMN 1

Band A
COLUMN 2Band B
COLUMN 3Band C
COLUMN 4Band D
COLUMN 5Band E
COLUMN 6Band F
COLUMN 7Band G
COLUMN 8Band H
COLUMN 9TOTAL
COLUMN 10

Part 1

1. Total number of dwellings on the Valuation List		6,610	9,924	6,106	4,098	2,086	762	453	54	30,093.0
2. Number of dwellings on valuation list exempt on 1 October 2018 (Class B & D to W exemptions)		444	746	1,028	1,080	610	96	34	3	4,041.0
3. Number of demolished dwellings and dwellings outside area of authority on 1 October 2018 (please see notes)		0	0	1	1	1	0	0	0	3.0
4. Number of chargeable dwellings on 1 October 2018 (treating demolished dwellings etc as exempt) (lines 1-2-3)		6,166	9,178	5,077	3,017	1,475	666	419	51	26,049.0
5. Number of chargeable dwellings in line 4 subject to disabled reduction on 1 October 2018		11	45	26	33	16	9	3	6	149.0
6. Number of dwellings effectively subject to council tax for this band by virtue of disabled relief (line 5 after reduction)	11	45	26	33	16	9	3	6		149.0
7. Number of chargeable dwellings adjusted in accordance with lines 5 and 6 (lines 4-5+6 or in the case of column 1, line 6)	11	6,200	9,159	5,084	3,000	1,468	660	422	45	26,049.0
8. Number of dwellings in line 7 entitled to a single adult household 25% discount on 1 October 2018	4	3,100	3,112	1,224	667	249	112	62	4	8,534.0
9. Number of dwellings in line 7 entitled to a 25% discount on 1 October 2018 due to all but one resident being disregarded for council tax purposes	0	40	67	53	33	11	3	4	0	211.0
10. Number of dwellings in line 7 entitled to a 50% discount on 1 October 2018 due to all residents being disregarded for council tax purposes	0	3	6	1	3	4	0	3	3	23.0
11. Number of dwellings in line 7 classed as second homes on 1 October 2018 (b/fwd from Flex Empty tab)		54	45	41	27	23	10	9	4	213.0
12. Number of dwellings in line 7 classed as empty and receiving a zero% discount on 1 October 2018 (b/fwd from Flex Empty tab)		138	210	107	83	48	13	6	1	606.0
13. Number of dwellings in line 7 classed as empty and receiving a discount on 1 October 2018 and not shown in line 12 (b/fwd from Flex Empty tab)		10	25	14	9	1	2	0	0	61.0
14. Number of dwellings in line 7 classed as empty and being charged the Empty Homes Premium on 1 October 2018 (b/fwd from Flex Empty tab)		22	33	15	10	8	2	5	2	97.0
15. Total number of dwellings in line 7 classed as empty on 1 October 2018 (lines 12, 13 & 14).		170	268	136	102	57	17	11	3	764.0
16. Number of dwellings that are classed as empty on 1 October 2018 and have been for more than 6 months. NB These properties should have already been included in line 15 above.		73	115	49	33	23	8	8	3	312.0
16a. The number of dwellings included in line 16 above which are empty on 1 October 2018 because of the flooding that occurred between 1 December 2013 and 31 March 2014 and are only empty because of the flooding.		0	0	0	0	0	0	0	0	0.0
16b. The number of dwellings included in line 16 above which are empty on 1 October 2018 because of the flooding that occurred between 1 December 2015 and 31 March 2016 and are only empty because of the flooding.		0	0	0	0	0	0	0	0	0.0
17. Number of dwellings that are classed as empty on 1 October 2018 and have been for more than 6 months and fall to be treated under empty homes discount class D (formerly Class A exemptions). NB These properties should have already been included in line 15 above. Do NOT include any dwellings included in line 16a and 16b above.		1	5	3	2	0	1	0	0	12.0
18 Line 16 - line 16a - line 16b - line 17. This is the equivalent of line 18 on the CTB(October 2017) and will be used in the calculation of the New Homes Bonus.		72	110	46	31	23	7	8	3	300.0
19. Number of dwellings in line 7 where there is liability to pay 100% council tax before Family Annexe discount	7	3,023	5,916	3,777	2,278	1,195	541	348	36	17,121.0

CTB(October 2018)

Calculation of Council Tax Base

Please e-mail to : ctb.statistics@communities.gov.uk

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

Ver 1.1

20. Number of dwellings in line 7 that are assumed to be subject to a discount or a premium before Family Annexe discount	4	3,177	3,243	1,307	722	273	119	74	9	8,928.0
21. Reduction in taxbase as a result of the Family Annexe discount (b/fwd from Family Annexe tab)	0.0	3.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	3.1
22. Number of dwellings equivalents after applying discounts and premiums to calculate taxbase	10.0	5,411.1	8,358.4	4,760.6	2,820.9	1,404.0	631.0	406.5	43.5	23,845.8
23. Ratio to band D	5/9	6/9	7/9	8/9	9/9	11/9	13/9	15/9	18/9	
24. Total number of band D equivalents (to 1 decimal place)(line 22 x line 23)	5.6	3,607.4	6,500.9	4,231.6	2,820.9	1,716.0	911.4	677.5	87.0	20,558.3
25. Number of band D equivalents of contributions in lieu (in respect of Class O exempt dwellings) in 2018-19 (to 1 decimal place)										0.0
26. Tax base (to 1 decimal place) (line 24 col 10 + line 25)										20,558.3

Part 2

27. Number of dwellings equivalents after applying discounts and premiums to calculate tax base (Line 22)	10.00	5,411.07	8,358.35	4,760.55	2,820.90	1,404.00	630.95	406.50	43.50	23,845.8
28.Reduction in taxbase as a result of local council tax support (b/fwd from CT Support tab)	3.19	1,207.88	838.88	260.69	84.65	18.46	6.42	0.87	0.00	2,421.0
29. Number of dwellings equivalents after applying discounts, premiums and local tax support to calculate taxbase	6.8	4,203.2	7,519.5	4,499.9	2,736.3	1,385.5	624.5	405.6	43.5	21,424.8
30. Ratio to band D	5/9	6/9	7/9	8/9	9/9	11/9	13/9	15/9	18/9	
31. Total number of band D equivalents after allowance for council tax support (to 1 decimal place) (line 29 x line 30)	3.8	2,802.1	5,848.5	3,999.9	2,736.3	1,693.4	902.1	676.1	87.0	18,749.2
32. Number of band D equivalents of contributions in lieu (in respect of Class O exempt dwellings) in 2018-19 (to 1 decimal place)(line 25)										0.0
33. Tax base after allowance for council tax support (to 1 decimal place) (line 31 col 10 + line 32)										18,749.2

Certificate of Chief Financial Officer

I certify that the information provided on this form is based on the dwellings shown in the Valuation List for my authority on 10 September 2018 and that it accurately reflects information available to me about exemptions, demolished dwellings, disabled relief, discounts and premiums applicable on 1 October 2018 and, where appropriate, has been completed in a manner consistent with the form for 2017.

Chief Financial Officer : Date :

CTB(October 2018)

Calculation of Council Tax Base

Please e-mail to : ctb.statistics@communities.gov.uk
Please enter your details after checking that you have selected the correct local authority name

Ver 1.1

Please select your local authority's name from this list

Check that this is your authority : **St Edmundsbury**
E-code : **E3535**
Local authority contact name :
Local authority contact telephone number : **01842 756464**
Local authority contact e-mail address : enquiries@st-edmundsbury.gov.uk

CTB(October 2018) form for : **St Edmundsbury**

Completed forms should be received by MHCLG by Friday 12 October 2018

Dwellings shown on the Valuation List
for the authority on
Monday 10 September 2018

Band A
entitled to
disabled relief
reduction
COLUMN 1

Band A
COLUMN 2Band B
COLUMN 3Band C
COLUMN 4Band D
COLUMN 5Band E
COLUMN 6Band F
COLUMN 7Band G
COLUMN 8Band H
COLUMN 9TOTAL
COLUMN 10

Part 1

1. Total number of dwellings on the Valuation List		5,475	17,883	9,720	7,480	4,578	2,015	1,536	134	48,821.0
2. Number of dwellings on valuation list exempt on 1 October 2018 (Class B & D to W exemptions)		345	603	395	312	154	47	23	7	1,886.0
3. Number of demolished dwellings and dwellings outside area of authority on 1 October 2018 (please see notes)		1	0	0	1	0	0	0	0	2.0
4. Number of chargeable dwellings on 1 October 2018 (treating demolished dwellings etc as exempt) (lines 1-2-3)		5,129	17,280	9,325	7,167	4,424	1,968	1,513	127	46,933.0
5. Number of chargeable dwellings in line 4 subject to disabled reduction on 1 October 2018		9	69	56	51	39	29	18	15	286.0
6. Number of dwellings effectively subject to council tax for this band by virtue of disabled relief (line 5 after reduction)	9	69	56	51	39	29	18	15		286.0
7. Number of chargeable dwellings adjusted in accordance with lines 5 and 6 (lines 4-5+6 or in the case of column 1, line 6)	9	5,189	17,267	9,320	7,155	4,414	1,957	1,510	112	46,933.0
8. Number of dwellings in line 7 entitled to a single adult household 25% discount on 1 October 2018	4	3,324	5,988	2,503	1,596	706	263	177	12	14,573.0
9. Number of dwellings in line 7 entitled to a 25% discount on 1 October 2018 due to all but one resident being disregarded for council tax purposes	0	24	193	101	90	47	20	14	1	490.0
10. Number of dwellings in line 7 entitled to a 50% discount on 1 October 2018 due to all residents being disregarded for council tax purposes	0	5	8	8	4	7	9	14	7	62.0
11. Number of dwellings in line 7 classed as second homes on 1 October 2018 (b/fwd from Flex Empty tab)		38	71	40	45	38	19	24	1	276.0
12. Number of dwellings in line 7 classed as empty and receiving a zero% discount on 1 October 2018 (b/fwd from Flex Empty tab)		103	241	116	81	50	17	15	3	626.0
13. Number of dwellings in line 7 classed as empty and receiving a discount on 1 October 2018 and not shown in line 12 (b/fwd from Flex Empty tab)		6	22	9	8	3	0	0	0	48.0
14. Number of dwellings in line 7 classed as empty and being charged the Empty Homes Premium on 1 October 2018 (b/fwd from Flex Empty tab)		31	20	15	8	4	1	2	1	82.0
15. Total number of dwellings in line 7 classed as empty on 1 October 2018 (lines 12, 13 & 14).		140	283	140	97	57	18	17	4	756.0
16. Number of dwellings that are classed as empty on 1 October 2018 and have been for more than 6 months. NB These properties should have already been included in line 15 above.		89	103	51	46	28	5	10	3	335.0
16a. The number of dwellings included in line 16 above which are empty on 1 October 2018 because of the flooding that occurred between 1 December 2013 and 31 March 2014 and are only empty because of the flooding.		0	0	0	0	0	0	0	0	0.0
16b. The number of dwellings included in line 16 above which are empty on 1 October 2018 because of the flooding that occurred between 1 December 2015 and 31 March 2016 and are only empty because of the flooding.		0	0	0	0	0	0	0	0	0.0
17. Number of dwellings that are classed as empty on 1 October 2018 and have been for more than 6 months and fall to be treated under empty homes discount class D (formerly Class A exemptions). NB These properties should have already been included in line 15 above. Do NOT include any dwellings included in line 16a and 16b above.		1	13	3	4	3	0	0	0	24.0
18 Line 16 - line 16a - line 16b - line 17. This is the equivalent of line 18 on the CTB(October 2017) and will be used in the calculation of the New Homes Bonus.		88	90	48	42	25	5	10	3	311.0
19. Number of dwellings in line 7 where there is liability to pay 100% council tax before Family Annexe discount	5	1,799	11,036	6,683	5,449	3,647	1,664	1,303	91	31,677.0

CTB(October 2018)

Calculation of Council Tax Base

Please e-mail to : ctb.statistics@communities.gov.uk

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

Ver 1.1

20. Number of dwellings in line 7 that are assumed to be subject to a discount or a premium before Family Annexe discount	4	3,390	6,231	2,637	1,706	767	293	207	21	15,256.0
21. Reduction in taxbase as a result of the Family Annexe discount (b/fwd from Family Annexe tab)	0.0	13.4	0.0	0.5	0.0	0.0	0.0	0.0	0.0	13.9
22. Number of dwellings equivalents after applying discounts and premiums to calculate taxbase	8.0	4,346.5	15,719.3	8,667.0	6,733.8	4,224.0	1,882.3	1,456.3	105.8	43,142.8
23. Ratio to band D	5/9	6/9	7/9	8/9	9/9	11/9	13/9	15/9	18/9	
24. Total number of band D equivalents (to 1 decimal place)(line 22 x line 23)	4.4	2,897.7	12,226.1	7,704.0	6,733.8	5,162.6	2,718.8	2,427.1	211.5	40,086.0
25. Number of band D equivalents of contributions in lieu (in respect of Class O exempt dwellings) in 2018-19 (to 1 decimal place)										303.0
26. Tax base (to 1 decimal place) (line 24 col 10 + line 25)										40,389.0

Part 2

27. Number of dwellings equivalents after applying discounts and premiums to calculate tax base (Line 22)	8.00	4,346.52	15,719.25	8,667.00	6,733.80	4,223.95	1,882.25	1,456.25	105.75	43,142.8
28.Reduction in taxbase as a result of local council tax support (b/fwd from CT Support tab)	2.49	1,255.61	1,986.57	412.36	181.95	60.62	12.26	6.29	0.00	3,918.2
29. Number of dwellings equivalents after applying discounts, premiums and local tax support to calculate taxbase	5.5	3,090.9	13,732.7	8,254.6	6,551.9	4,163.3	1,870.0	1,450.0	105.8	39,224.6
30. Ratio to band D	5/9	6/9	7/9	8/9	9/9	11/9	13/9	15/9	18/9	
31. Total number of band D equivalents after allowance for council tax support (to 1 decimal place) (line 29 x line 30)	3.1	2,060.6	10,681.0	7,337.5	6,551.9	5,088.5	2,701.1	2,416.6	211.5	37,051.8
32. Number of band D equivalents of contributions in lieu (in respect of Class O exempt dwellings) in 2018-19 (to 1 decimal place)(line 25)										303.0
33. Tax base after allowance for council tax support (to 1 decimal place) (line 31 col 10 + line 32)										37,354.8

Certificate of Chief Financial Officer

I certify that the information provided on this form is based on the dwellings shown in the Valuation List for my authority on 10 September 2018 and that it accurately reflects information available to me about exemptions, demolished dwellings, disabled relief, discounts and premiums applicable on 1 October 2018 and, where appropriate, has been completed in a manner consistent with the form for 2017.

Chief Financial Officer :

Date :

Forest Heath Parish Taxbase Figures 2019/2020

Parish/Town	Taxbase 2019/2020 (Number of Band D Equivalent Dwellings)
Barton Mills	350.86
Beck Row	1,048.76
Brandon (and Wangford)	2,478.61
Cavenham	51.02
Dalham	129.29
Elveden	99.30
Eriswell	328.78
Exning	825.81
Freckenham	131.52
Gazeley	266.66
Herringswell	119.97
Higham	74.49
Icklingham	143.12
Kentford	358.67
Lakenheath	1,351.30
Mildenhall	2,278.00
Moulton	421.72
Newmarket	5,409.14
Red Lodge	1,492.68
Santon Downham	91.56
Tuddenham	156.23
West Row	490.39
Worlington	215.23
Total	18,313.11

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St Edmundsbury Parish Taxbase Figures 2019/2020

Parish/Town	Taxbase 2019/2020 (Number of Band D Equivalent Dwellings)
Ampton, Timworth and Livermere	54.22
Bardwell	313.86
Barnardiston	58.11
Barnham	234.21
Barningham	343.93
Barrow cum Denham	715.97
Bradfield Combust with Stanningfield	223.44
Bradfield St Clare	69.18
Bradfield St George	155.73
Brockley	130.72
Bury St Edmunds	13,163.40
Cavendish	419.85
Chedburgh	251.16
Chevington	266.51
Clare	849.87
Coney Weston	169.11
Cowlinge	132.59
Culford	181.68
Denston	61.63
Depden	86.21
Euston	58.79
Fakenham Magna	61.83
Flempton-Cum-Hengrave	147.08
Fornham All Saints	270.91
Fornham St Martin-cum-St Genevieve	487.27
Great & Little Whelnetham	363.60
Great Barton	945.44
Great Bradley	153.64
Great Livermere	80.05
Great Thurlow	89.37
Great Wratting	88.19
Hargrave	119.15
Haverhill	7,376.38
Hawkedon	66.83
Hawstead	131.41

Parish/Town	Taxbase 2019/2020 (Number of Band D Equivalent Dwellings)
Hepworth	216.51
Honington-Cum-Sapiston	305.35
Hopton-Cum-Knettishall	248.33
Horringer	412.25
Hundon	430.84
Ickworth	8.82
Ingham	165.97
Ixworth cum Ixworth Thorpe	777.01
Kedington	687.39
Lackford	103.98
Lidgate	100.93
Little Bradley	21.36
Little Thurlow	107.10
Little Wratting	65.43
Market Weston	101.81
Nowton	67.62
Ousden	115.23
Pakenham	338.21
Poslingford	87.29
Rede	51.44
Risby	297.16
Rushbrook with Rougham	528.51
Stansfield	89.25
Stanton	926.36
Stoke By Clare	227.98
Stradishall	166.15
The Saxhams	124.65
Thelnetham	100.33
Troston	275.75
West Stow	79.09
Westley	96.24
Whepstead	216.84
Wickhambrook	483.37
Withersfield	323.54
Wixoe	65.55
Wordwell	8.04
Total	36,743.00

Decisions Plan

Report No: EXC/SA/18/019

Key Decisions and other executive decisions to be considered

Date: 1 November 2018 to 6 May 2019

Publication Date: 26 October 2018

The following plan shows both the key decisions and other decisions/matters taken in private, that the Shadow Executive (Cabinet) or Officers under delegated authority, are intending to take up to 6 May 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 Shadow Executive (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 Democratic Services, 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)	Shadow Executive Member Contact Details	Lead Officer Contact Details	Wards Affected	Documents to be submitted
27/11/18 Page 112	Applications for Community Chest Grant Funding 2019/2020 The Shadow Executive will be asked to consider recommendations of FHDC's Portfolio Holder for Families and Communities and SEBC's Grant Working Party in respect of applications for Community Chest funding for the 2019/2020 year and beyond.	Not applicable	(KD) – but some grants subject to the budget setting process	Shadow Executive (Cabinet)	Robert Everitt Families and Communities 01284 769000 Robin Millar Families and Communities 07545 423782	Davina Howes Assistant Director (Families and Communities) 01284 757070	All Wards	Recommendations of FHDC's Portfolio Holder for Families and Communities and SEBC's Grant Working Party to Shadow Executive (Cabinet).
27/11/18	Review of Bury St Edmunds Christmas Fayre The Shadow Executive will be asked to consider the recommendations of the SEBC and FHDC Overview and Scrutiny Committees following its review of the Bury St Edmunds Christmas Fayre, for implementation in 2019.	Not applicable	(D)	Shadow Executive	Susan Glossop Planning and Growth 01284 728377 Lance Stanbury Planning and Growth 07970 947704	Julie Baird Assistant Director (Growth) 01284 757613	All Wards	Recommendations of the Overview and Scrutiny Committees to Shadow 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)	Shadow Executive Member Contact Details	Lead Officer Contact Details	Wards Affected	Documents to be submitted
27/11/18	<p>Council Tax Base for Tax Setting Purposes 2019/2020</p> <p>The Shadow Executive will be asked to recommend to the Shadow Council the basis of the formal calculation for the Council Tax Base for West Suffolk Council for the financial year 2019/2020.</p>	Not applicable	(R) – Shadow Council 18/12/18	Shadow Executive/ Shadow Council	<p>Stephen Edwards Resources and Performance 07904 389982</p> <p>Ian Houlder Resources and Performance 07970 729435</p>	<p>Greg Stevenson Service Manager (Finance and Resources) 01284 757264</p>	All Wards	Report to Shadow Executive with recommendations to Shadow Council
27/11/18	<p>Review of the Garden Waste Collection Service</p> <p>The Shadow Executive will be asked to consider the recommendations of the SEBC and FHDC Overview and Scrutiny Committees following its review of the Garden Waste Collection Service, for implementation in April 2019.</p>	Not applicable	(D)	Shadow Executive	<p>David Bowman Operations 07711 593737</p> <p>Peter Stevens Operations 07775 877000</p>	<p>Mark Walsh Assistant Director (Operations) 01284 757300</p> <p>Mark Christie Service Manager (Business) 01638 719220</p>	All Wards	Recommendations of the Overview and Scrutiny Committees to Shadow 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)	Shadow Executive Member Contact Details	Lead Officer Contact Details	Wards Affected	Documents to be submitted
05/02/19 Page 114	West Suffolk Council Induction / Member Development Package The Shadow Executive will be asked to consider a proposed induction and member development package for supporting Members of the new West Suffolk Council in their first few weeks and months of being elected.	Not applicable	(D)	Shadow Executive	Ruth Bowman J.P. Future Governance 01638 510896 Carol Bull Future Governance 01953 681513	Jen Eves Assistant Director (HR, Legal and Democratic Services) 01284 757015 Leah Mickleborough Service Manager (Democratic Services) 01284 757162	All Wards	Report to Shadow Executive
05/02/19	Budget and Council Tax Setting 2019/2020 and Medium Term Financial Strategy The Shadow Executive will be asked to consider the proposals for the 2019/2020 budget (and beyond) and Medium Term Financial Strategy for the West Suffolk Council, prior to its approval by the Shadow Council. This report includes the Minimum Revenues Provision (MRP) Policy and Prudential Indicators.	Not applicable	(R) – Shadow Council 19/02/19	Shadow Executive/ Shadow Council	Stephen Edwards Resources and Performance 07904 389982 Ian Houlder Resources and Performance 07970 729435	Greg Stevenson Service Manager (Finance and Resources) 01284 757264	All Wards	Report to Shadow Executive with recommendations to Shadow 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)	Shadow Executive Member Contact Details	Lead Officer Contact Details	Wards Affected	Documents to be submitted
05/02/19	<p>Annual Treasury Management and Investment Strategy 2019/2020 and Treasury Management Code of Practice</p> <p>The Shadow Executive will be asked to recommend to the Shadow Council, approval of the Treasury Management and Investment Strategy 2020/2021 and Treasury Management Code of Practice for West Suffolk Council, which must be undertaken before the start of each financial year.</p>	Not applicable	(R) – Shadow Council 19/02/19	Shadow Executive/ Shadow Council	<p>Stephen Edwards Resources and Performance 07904 389982</p> <p>Ian Houlder Resources and Performance 07970 729435</p>	Greg Stevenson Service Manager (Finance and Resources) 01284 757264	All Wards	Report to Shadow Executive with recommendations to Shadow Council
05/02/19	<p>West Suffolk Statement of Licensing Policy</p> <p>The Shadow Executive will be asked to consider a new Statement of Licensing Policy for West Suffolk Council. Consultation will take place with the Licensing and Regulatory Committee</p>	Not applicable	(R) – Shadow Council 19/02/19	Shadow Executive/ Shadow Council	<p>Susan Glossop Planning and Growth 01284 728377</p> <p>Lance Stanbury Planning and Growth 07970 947704</p>	David Collinson Assistant Director (Planning and Regulatory) 01284 757306	All Wards	Report to Shadow Executive with new policy for recommending to Shadow Council for adoption.

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)	Shadow Executive Member Contact Details	Lead Officer Contact Details	Wards Affected	Documents to be submitted
	on the proposed content of the policy.							
05/02/19 <i>(Since publication, this item has been brought forward to 08/01/19)</i>	Street Vending and Trading Policy The Shadow Executive will be asked to consider a revised street vending and trading policy. Consultation will take place with the FHDC and SEBC Licensing and Regulatory Committees on the proposed content of the policy.	Not applicable	(D)	Shadow Executive	Susan Glossop Planning and Growth 01284 728377 Lance Stanbury Planning and Growth 07970 947704	David Collinson Assistant Director (Planning and Regulatory) 01284 757306	All Wards	Report to Shadow Executive with revised policy.
05/02/19 <i>(Since publication, this item has been brought forward to 08/01/19)</i>	West Suffolk Enforcement Policy The Shadow Executive will be asked to consider a revised West Suffolk Enforcement Policy in order to harmonise the existing FHDC and SEBC policies that cover the regulatory functions. Consultation will take place with the FHDC and SEBC Licensing and	Not applicable	(D)	Shadow Executive	Susan Glossop Planning and Growth 01284 728377 Lance Stanbury Planning and Growth 07970 947704	David Collinson Assistant Director (Planning and Regulatory) 01284 757306	All Wards	Report to Shadow Executive 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)	Shadow Executive Member Contact Details	Lead Officer Contact Details	Wards Affected	Documents to be submitted
	Regulatory Committees on the proposed content of the policy.							
05/02/19 Page 117	Taxi Policy The Shadow Executive will be asked to consider a revised taxi policy in order to harmonise the existing FHDC and SEBC taxi policies. Consultation will take place with the FHDC and SEBC Licensing and Regulatory Committees on the proposed content of the policy.	Not applicable	(D)	Shadow Executive	Susan Glossop Planning and Growth 01284 728377 Lance Stanbury Planning and Growth 07970 947704	David Collinson Assistant Director (Planning and Regulatory) 01284 757306	All Wards	Report to Shadow Executive with revised policy.
05/02/19 or later (NEW) <i>(This item was originally due to be considered by the Joint Executive (Cabinet) Committee;</i>	Asset Management Strategy and Asset Management Plan The Cabinets will be asked to consider the recommendations of the FHDC and SEBC Overview and Scrutiny Committees regarding the adoption of a new Asset Management Strategy and associated Asset Management Plan.	Possible Exempt Appendices: Paragraph 3	(R) – Shadow Council 19/02/19	Shadow Executive/ Shadow Council	Lance Stanbury Planning and Growth 07970 947704 John Griffiths SEBC Leader 07958 700434	Julie Baird Assistant Director (Growth) 01284 757613	All Wards	Recommendations of the Overview and Scrutiny Committees to Shadow Executive and Shadow Council with 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)	Shadow Executive Member Contact Details	Lead Officer Contact Details	Wards Affected	Documents to be submitted
<p><i>however, as the strategy will now not become effective until after 1 April 2019, it is now considered appropriate for the item to be considered by the Shadow Executive (Cabinet) instead.</i></p>								
<p>05/02/19 (NEW)</p>	<p>West Suffolk Customer Access Strategy</p> <p>The Shadow Executive will be asked to consider and adopt a new Customer Access Strategy as part of making improvements to West Suffolk Council's customer service. The Strategy will also have been previously considered by the SEBC and FHDC Overview and Scrutiny Committees.</p>	<p>Not applicable</p>	<p>(D)</p>	<p>Shadow Executive</p>	<p>Robert Everitt Families and Communities 01284 769000</p> <p>Robin Millar Families and Communities 07545 423782</p>	<p>Davina Howes Assistant Director (Families and Communities) 01284 757070</p> <p>Lisa Grove Service Manager (Customer Services and Transformation) 01638 719320</p>	<p>All Wards</p>	<p>Report to Shadow Executive with strategy document.</p>

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)	Shadow Executive Member Contact Details	Lead Officer Contact Details	Wards Affected	Documents to be submitted
05/02/19 (NEW) Page 119	<p>West Suffolk Digital Strategy</p> <p>The Shadow Executive will be asked to consider and adopt a new Digital Strategy as part of making improvements to West Suffolk Council's customer service. The Strategy will also have been previously considered by the SEBC and FHDC Overview and Scrutiny Committees.</p>	Not applicable	(D)	Shadow Executive	<p>Stephen Edwards Resources and Performance 07904 389982</p> <p>Ian Houlder Resources and Performance 07970 729435</p>	Kevin Taylor Service Manager (ICT) 01284 757230	All Wards	Report to Shadow Executive with strategy document.

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 Shadow Council; or
 - (ii) result in any new expenditure, income or savings of more than £100,000 in relation to the Shadow 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 Shadow Executive procedure rules set out in Part 4 of the Shadow Constitution.

NOTE 3: MEMBERSHIP OF BODIES MAKING KEY DECISIONS

(a) Membership of the Shadow Executive (Cabinet):

Shadow Executive (Cabinet) Member
Councillor John Griffiths (Leader)
Councillor James Waters (Deputy Leader)
Councillor Ruth Bowman J.P.
Councillor David Bowman
Councillor Carol Bull
Councillor Andy Drummond
Councillor Stephen Edwards
Councillor Robert Everitt
Councillor Susan Glossop
Councillor Ian Houlder
Councillor Sara Mildmay-White
Councillor Robin Millar
Councillor Joanna Rayner
Councillor Lance Stanbury
Councillor Peter Stevens

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Jennifer Eves
Assistant Director (HR, Legal and Democratic Services)
Date: 26 October 2018