

Key Decision Forward Plan

Purpose

The purpose of this document is to give sufficient notice to people affected by key decisions to exercise their rights to see papers and make an input into the decision-making process.

Key Decisions

At Suffolk County Council, most key decisions are made by the Cabinet. Setting the budget is a decision of the County Council. Some key decisions may be made under specifically delegated authority as defined in the Council's [Constitution](#).

Regulation 8 of the Local Authorities (Executive Arrangements) (Access to Information) (England) Regulations Part III [Statutory Instruments 2000 No 3272] states:

8 (1) In these regulations a 'key decision' means an executive decision which is likely:

- a) to result in the relevant local authority incurring expenditure which is, or the making of savings which are, significant having regard to the local authority's budget for the service or function to which the decision relates; or
- b) to be significant in terms of its effects on communities living or working in an area comprising two or more wards or electoral divisions in the area of the relevant local authority.

Threshold

Suffolk County Council has adopted a threshold of £500,000 for key decisions.

This plan includes decisions which the decision maker has decided are key decisions in that they:

- a) involve significant expenditure or savings; or
- b) have a significant effect on communities;

even though they are either below the adopted threshold or impact on people in one electoral division only.

Decision Makers

Cabinet:

Councillor Michael Hadwen (Chairman), Leader of the Council

Councillor Philip Faircloth-Mutton, Deputy Leader and Cabinet Member for Adult Social Care

Councillor Vicky Armstrong, Cabinet Member for Finance, Economic Development and Efficiency

Councillor Simon Aalders, Cabinet Member for Children and Young People

Councillor Tony Gould, Cabinet Member for Education and SEND

Councillor Christopher Hudson, Cabinet Member for Transport and Highways

Councillor Tristan Gale, Cabinet Member for Planning, Devolution and the Fire Service

Councillor June Mummary, Cabinet Member for Coastal Affairs, Communities and Public Health

Councillor Morgan Brobyn, Cabinet Member for Food, Waste and Rural Affairs

County Council: A full list of [County Councillors](#) is available on the Council's website.

Delegated Authority: Where a key decision is to be made under delegated authority, the name and title of that individual will be provided under that item.

- The information provided for each key decision below includes a list of the documents which will be submitted to the decision maker for consideration in relation to the matter in respect of the key decision to be made. Subject to any restriction on their disclosure, copies of, or extracts from, any document listed will be available on Suffolk County Council's website or be available for inspection at Endeavour House, 8 Russell Road, Ipswich, IP1 2BX at least five clear days before the meeting (please contact Democratic Services on 01473 265119 or email: committee.services@suffolk.gov.uk for further information).
- Further documents relevant to those matters may be submitted to the decision maker. If you wish to submit further documentation relevant to a decision being made or you require details of those documents (if any) as they become available, please contact Democratic Services (contact details above).
- The list below also includes items that are not key decisions (if any) which will be considered by the Cabinet.

Key Decisions: 17 September 2026 to 15 October 2026

Subject:	Suffolk Youth Justice Plan 2026-2027
Is this a key decision?	Yes
Date key decision to be made:	8 October 2026
Decision maker:	County Council
Cabinet Member:	Councillor Simon Aalders, Cabinet Member for Children and Young People
Description:	Suffolk Youth Justice Plan for 2026-27 is a review of activity during 25-26 and a forward work plan for the coming year. Local Authorities have a statutory duty to submit an annual Youth Justice Plan, relating to their provision of Youth Justice Services. Section 40 of the Crime and Disorder Act 1998 sets out the Youth Justice partnership's responsibilities in producing a plan. The plan should address the functions assigned to a Youth Justice Service, including how services will prevent offending behaviour and reduce reoffending.
Documents to be submitted:	Report by the Executive Director of Children and Young People's Services
Lead officer:	Catherine Bennett, Head of Suffolk Youth Justice Service, 07753 310241, catherine.bennett@suffolk.gov.uk

Subject:	Best Start Family Hub Development
Is this a key decision?	Yes
Date key decision to be made:	15 October 2026
Decision maker:	Cabinet
Cabinet Member:	Councillor Simon Aalders, Cabinet Member for Children and Young People
Description:	The report sets out proposals for the development of the Best Start Family Hub Network to improve access to integrated support for children, young people and families. It includes recommendations for changes to the use of a number of council-owned premises to support the delivery of improved information and support for children and families in line with national guidance and local priorities. In accordance with Children's Centre statutory guidance, the report seeks approval to undertake public consultation on the proposed changes, ensuring that local communities, stakeholders and service users have the opportunity to inform decision-making.
Documents to be submitted:	Report and EIA
Lead officer:	Rebecca Watson, Best Start Family Hub Programme Lead, Rebecca.watson@suffolk.gov.uk , 01473264278

Subject:	Adult Safeguarding Annual Report
Is this a key decision?	No
Date key decision to be made:	15 October 2026
Decision maker:	Cabinet
Cabinet Member:	Councillor Philip Faircloth-Mutton, Deputy Leader and Cabinet Member for Adult Social Care
Description:	This annual report to the Cabinet summarises Adult Safeguarding activity across Suffolk and provides assurance on the effectiveness of safeguarding functions delivered by Suffolk County Council. It highlights progress since the previous report, including key developments and improvements, and sets out current and emerging risks. The report also outlines planned actions and mitigation for the year ahead to support continued safe, person-centred practice.

Documents to be submitted: Report by the Executive Director, Adult Social Care

Lead officer: Clement Mawoyo, Area Director West Suffolk, HomeFirst and Adult Safeguarding, 07732603657, clement.mawoyo@suffolk.gov.uk

Nichola Bennett, Head of Adult Safeguarding, 01473 263238, nichola.bennett@suffolk.gov.uk

Subject: Prince Philip Lock Bridge Refurbishment and Accessible Route

Is this a key decision? Yes

Date key decision to be made: 15 October 2026

Decision maker: Cabinet

Cabinet Member: Councillor Christopher Hudson, Cabinet Member for Transport and Highways

Description: In 2023, the Cabinet confirmed support for the Ipswich Town Deal's submission for the Prince Philip Lock Bridge and committed financial support in the region of £3m towards its delivery. A further Cabinet paper confirming the delivery mechanism, procurement approach and final cost estimates was required, which this report provides.

Documents to be submitted: Report by the Joint Chief Executive (Head of Paid Service)

Lead officer: Carl Ashton, Transport Planning Manager
01473 265923, carl.ashton@suffolk.gov.uk

Subject: Corporate Strategy 2026-2030

Is this a key decision? Yes

Date key decision to be made: 15 October 2026

Decision maker: Cabinet

Cabinet Member: Councillor Michael Hadwen, Leader of the Council

Description: The 'Corporate Strategy 2026-30' document sets out the priorities of the Council. It provides a basis for decision making; engagement and consultation with the public and partners; and the development of the Council's Budget, Medium Term Financial Plan, and Annual Plan. The Cabinet is asked to agree the priorities and direction of travel set out in the document, and to agree to the production of an Annual Plan 2027-28, based on these priorities, as part of the Council's annual budget discussion in February 2027.

Documents to be submitted: A covering Cabinet report and the 'Corporate Strategy 2026-30' document.

Lead officer: Caroline Davison, Assistant Director, Corporate Strategy & Service Improvement, caroline.davison@suffolk.gov.uk, 01473 264400

Subject: Decision to consent to laying of the draft Statutory Instrument for devolution across Suffolk and Norfolk

Is this a key decision? Yes

Date key decision to be made: 15 October 2026

Decision maker: Cabinet

Cabinet Member: Councillor Tristan Gale, Cabinet Member for Planning, Devolution and the Fire Service

Description: Under the Government's devolution arrangements, Suffolk County Council would become a constituent member of the Mayoral Strategic Authority known as a Mayoral Combined County Authority. Therefore, to progress with devolution, Suffolk County Council must decide whether to consent to government laying a Statutory Instrument before Parliament.

Documents to be submitted: A covering report will be submitted for consideration.

Lead officer: Caroline Davison, Assistant Director, Corporate Strategy & Service Improvement, caroline.davison@suffolk.gov.uk, 01473 264400

Indicative Forward Plan of Key Decisions: 15 Oct 2026 to 17 Jun 2027

This section provides an indicative list of key decisions that the Cabinet, County Council or a delegated officer is likely to make between the dates indicated above. Suffolk County Council aims to keep to the dates shown below however as new circumstances come to light, it may be necessary to reschedule some items and add or remove others.

The list below also includes items that are not key decisions (if any) which may be considered by the Cabinet.

Subject:	Revision of Suffolk County Council's Energy, Water, Commercial Transport and Adaptive Infrastructure Policy
Is this a key decision?	Yes
Date key decision to be made:	12 November 2026
Decision maker:	Cabinet
Cabinet Member:	Councillor Tristan Gale, Cabinet Member for Planning, Devolution and the Fire Service
Description:	This report sets out the proposals and rationale for amendments to Suffolk County Council's Energy, Water, Commercial transport and Adaptive Infrastructure Policy, following a review.
Documents to be submitted:	A draft copy of the revised Energy, Water, Commercial transport and Adaptive Infrastructure Policy setting out the proposed amendments, in addition to the Cabinet Report.
Lead officer:	Phil Watson, Strategic Energy Projects Manager, 01473 264777, phil.watson@suffolk.gov.uk

Subject:	2026-27 Budget – Quarter 2 Monitoring Report
Is this a key decision?	No
Date key decision to be made:	12 November 2026
Decision maker:	Cabinet
Cabinet Member:	Councillor Vicky Armstrong, Cabinet Member for Finance, Economic Development and Efficiency

Description: This report summarises the Council's forecast performance against its 2026-27 Revenue Budget and Capital Programme as at Quarter 1. It includes an explanation of budget variances compared to the budget. The report will also show the Council's reserves, virements and the Council's Treasury Management Activities.

Documents to be submitted: Main Report with Annexes

Lead officer: Andrew Filby, Head of Corporate Finance, 01473 260776, Andrew.Filby@Suffolk.gov.uk,

There are currently no items for the Cabinet meeting on 10 December 2026.

Subject: Revenue Budget 2027-28 and Capital Programme 2027-30

Is this a key decision? Yes

Date key decision to be made: 28 January 2027

Decision maker: Cabinet

Cabinet Member: Councillor Vicky Armstrong, Cabinet Member for Finance, Economic Development and Efficiency

Description: This report summarises the Council's final Revenue and Capital budget for 2027-28 and outlines the background, financial environment, scrutiny and consultation arrangements. It details the savings proposals being recommended together with the Council's Treasury Management arrangements and Prudential Indicators. It makes recommendations to Council on the budget requirement and council tax for 2027-28 together with the Capital Programme, its financing and prudential indicators.

Documents to be submitted: Main Report and Annexes

Lead officer: Andrew Filby, Head of Corporate Finance, 01473 260776, Andrew.Filby@Suffolk.gov.uk,

Subject: Revenue Budget 2027-28 and Capital Programme 2027-30

Is this a key decision? Yes

Date key decision to be made: 11 February 2027

Decision maker: County Council

Cabinet Member: Councillor Vicky Armstrong, Cabinet Member for Finance, Economic Development and Efficiency

Description: This report summarises the Council's final Revenue and Capital budget for 2027-28 and outlines the background, financial environment, scrutiny and consultation arrangements. It details the savings proposals being recommended together with the Council's Treasury Management arrangements and Prudential Indicators. It makes recommendations to Council on the budget requirement and council tax for 2027-28 together with the Capital Programme, its financing and prudential indicators.

Documents to be submitted: Main Report and Annexes

Lead officer: Andrew Filby, Head of Corporate Finance, 01473 260776, Andrew.Filby@Suffolk.gov.uk

Subject:	2026-27 Budget – Quarter 3 Monitoring Report
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Is this a key decision? No

Date key decision to be made: 25 February 2027

Decision maker: Cabinet

Cabinet Member: Councillor Vicky Armstrong, Cabinet Member for Finance, Economic Development and Efficiency

Description: This report summarises the Council's forecast performance against its 2026-27 Revenue Budget and Capital Programme as at Quarter 1. It includes an explanation of budget variances compared to the budget. The report will also show the Council's reserves, virements and the Council's Treasury Management Activities.

Documents to be submitted: Main Report with Annexes

Lead officer: Andrew Filby, Head of Corporate Finance, 01473 260776, Andrew.Filby@Suffolk.gov.uk

There are currently no items for the Cabinet meeting on 25 March 2027.

There are currently no items for the Cabinet meeting on 22 April 2027.

There are currently no items for the Cabinet meeting on 20 May 2027.

Subject:	2026-27 Budget – Outturn Report
Is this a key decision?	No
Date key decision to be made:	17 June 2027
Decision maker:	Cabinet
Cabinet Member:	Councillor Vicky Armstrong, Cabinet Member for Finance, Economic Development and Efficiency
Description:	This report summarises the Council's forecast performance against its 2026-27 Revenue Budget and Capital Programme as at Quarter 1. It includes an explanation of budget variances compared to the budget. The report will also show the Council's reserves, virements and the Council's Treasury Management Activities.
Documents to be submitted:	Main Report with Annexes
Lead officer:	Andrew Filby, Head of Corporate Finance, 01473 260776, Andrew.Filby@Suffolk.gov.uk