

Public Document Pack



| | |
|----------------------------|---|
| MID SUFFOLK CABINET | |
| DATE: | MONDAY, 7 OCTOBER 2019, 2.30 PM |
| VENUE: | KING EDMUND CHAMBER - ENDEAVOUR HOUSE, 8 RUSSELL ROAD, IPSWICH |

| Members |
|--|
| <u>Conservative and Independent Group</u> David Burn Julie Flatman Jessica Fleming Peter Gould Suzie Morley (Chair) John Whitehead Gerard Brewster (Vice-Chair) |

This meeting will be broadcast live to Youtube and will be capable of repeated viewing. The entirety of the meeting will be filmed except for confidential or exempt items. If you attend the meeting in person you will be deemed to have consented to being filmed and that the images and sound recordings could be used for webcasting/ training purposes.

The Council, members of the public and the press may record/film/photograph or broadcast this meeting when the public and the press are not lawfully excluded.

AGENDA

PART 1

MATTERS TO BE CONSIDERED WITH THE PRESS AND PUBLIC PRESENT

Page(s)

- 1 **APOLOGIES FOR ABSENCE**
- 2 **DECLARATION OF INTERESTS BY COUNCILLORS**
- 3 **MCa/19/20 TO CONFIRM THE MINUTES OF THE MEETING HELD ON 28 AUGUST 2019** 1 - 8
- 4 **TO RECEIVE NOTIFICATION OF PETITIONS IN ACCORDANCE WITH THE COUNCIL'S PETITION SCHEME**
- 5 **QUESTIONS BY COUNCILLORS**
- 6 **MATTERS REFERRED BY THE OVERVIEW AND SCRUTINY OR JOINT AUDIT AND STANDARDS COMMITTEES**

7 FORTHCOMING DECISIONS LIST

Please note the most up to date version can be found via the website:

<https://www.midsuffolk.gov.uk/the-council/forthcoming-decisions-list/>

Paper copies will be available at the meeting.

- | | | |
|----|---|---------|
| 8 | MCa/19/21 CORPORATE PLAN (2019 - 2027) | 9 - 14 |
| | Leader of the Council | |
| 9 | MCa/19/22 BOTESDALE AND RICKINGHALL NEIGHBOURHOOD PLANS | 15 - 20 |
| | Cabinet Member for Planning | |
| 10 | MCa/19/23 DEVELOPMENT OF BUILDING SERVICES BUSINESS PLAN | 21 - 34 |
| | Cabinet Member for Housing | |
| 11 | EXCLUSION OF THE PUBLIC (WHICH TERM INCLUDES THE PRESS) | |
| | <p>To consider whether, pursuant to Part 1 of Schedule 12A of the Local Government Act 1972, the public should be excluded from the meeting for the business specified below on the grounds that if the public were present during these items, it is likely that there would be the disclosure to them of exempt information as indicated against each item. The authors of the report proposed to be considered in Part II of the Agenda are satisfied that the public interest in maintaining the exemption outweighs the public interest in disclosing the information.</p> | |
| 12 | MCa/19/24 IMPROVING ACCESS TO THE PRIVATE RENTED SECTOR | 35 - 62 |
| | Cabinet Member for Housing | |

Date and Time of next meeting

Please note that the next meeting is scheduled for Monday, 4 November 2019 at 2.30 pm.

Webcasting/ Live Streaming

The Webcast of the meeting will be available to view on the Councils Youtube page:
https://www.youtube.com/channel/UCSWf_0D13zmegAf5Qv_aZSg

For more information about this meeting, including access arrangements and facilities for people with disabilities, please contact the Committee Officer, Claire Philpot on: 01473 296376 or Email: Committees@baberghmidsuffolk.gov.uk

Introduction to Public Meetings

Babergh/Mid Suffolk District Councils are committed to Open Government. The proceedings of this meeting are open to the public, apart from any confidential or exempt items which may have to be considered in the absence of the press and public.

Domestic Arrangements:

- Toilets are situated opposite the meeting room.
- Cold water is also available outside opposite the room.
- Please switch off all mobile phones or turn them to silent.

Evacuating the building in an emergency: Information for Visitors:

If you hear the alarm:

1. Leave the building immediately via a Fire Exit and make your way to the Assembly Point (Ipswich Town Football Ground).
2. Follow the signs directing you to the Fire Exits at each end of the floor.
3. Do not enter the Atrium (Ground Floor area and walkways). If you are in the Atrium at the time of the Alarm, follow the signs to the nearest Fire Exit.
4. Use the stairs, not the lifts.
5. Do not re-enter the building until told it is safe to do so.

Agenda Item 3

MID SUFFOLK DISTRICT COUNCIL

Minutes of the meeting of the **MID SUFFOLK CABINET** held in the Mead Room (Rose) - Endeavour House, 8 Russell Road, Ipswich on Wednesday, 28 August 2019

PRESENT:

Councillor: Suzie Morley (Chair)
Gerard Brewster (Vice-Chair)

Councillors: David Burn Julie Flatman
Peter Gould John Whitehead

In attendance:

Councillors: Rachel Eburne
John Field
Alistair McCraw

Officers: Chief Executive (AC)
Deputy Monitoring Officer (JS)
Assistant Director – Customer Services (SW)
Corporate Manager – Finance (ME)
Corporate Manager – Open for Business (LC)
Professional Lead – Key Sites and Infrastructure (CT)
Governance Support Officer (CP)

26 APOLOGIES FOR ABSENCE

Apologies were received from Councillor Fleming and Councillor Welham.

27 DECLARATION OF INTERESTS BY COUNCILLORS

There were no declarations of interest.

28 MCA/19/13 TO CONFIRM THE MINUTES OF THE MEETING HELD ON 08 JULY 2019

The minutes of the meeting held on 08 July 2019 were confirmed as a correct record.

29 QUESTIONS BY COUNCILLORS

There were no questions received from Councillors.

30 TO RECEIVE NOTIFICATION OF PETITIONS IN ACCORDANCE WITH THE COUNCIL'S PETITION SCHEME

None received.

31 MATTERS REFERRED BY THE OVERVIEW AND SCRUTINY OR JOINT AUDIT AND STANDARDS COMMITTEES

Councillor Morley welcomed Babergh District Councillor Alistair McCraw, Joint Chair of the Joint Overview and Scrutiny Committee to present the recommendations from the Joint Overview and Scrutiny Committee.

Councillor McCraw advised Members that the Joint Overview and Scrutiny Committee had taken the decision to investigate the funding, services and impact of the Citizens Advice Bureau. Information was presented to the Committee by witnesses from the Citizens Advice Bureau.

Councillor McCraw went on to explain that the Committee's aim was to start a scrutiny process which would involve external Councils as detailed in the recommendations.

The Chief Executive clarified that no commitments had been made at this stage and a report would be produced recommending a formal three-year rolling funding arrangement for organisations.

Councillor Morley moved that the recommendations in the report be noted and this was seconded by Councillor Brewster.

By a unanimous vote

It was RESOLVED:-

That Cabinet noted;

- 1.1 That the Joint Overview and Scrutiny Committee recommended to both Cabinets that the current minimum funding by both Councils for Citizens Advice be maintained for the next three years.**
- 1.2 That the Joint Overview and Scrutiny Committee approached the Chairs of the Scrutiny Committees and Scrutiny Governance Officers of East Suffolk Council, West Suffolk Council, Ipswich Borough Council and Suffolk County Council, with a view of setting up a country-wide scrutiny process to examine funding and the impact on Citizens Advice and the services of Citizens Advice.**
- 1.3 That the Chairs of the said Scrutiny committees be supplied with a report from Babergh and Mid Suffolk Joint Overview and Scrutiny Committee on the topic of Citizens Advice based on this Committee meeting as a basis for the scrutiny process.**

Reason for Decision: The Joint Overview and Scrutiny Committee is concerned about the future funding for Citizens Advice.

32 FORTHCOMING DECISIONS LIST

The Forthcoming Decisions List was noted.

33 MCA/19/14 GENERAL FUND FINANCIAL MONITORING 2019/20 - QUARTER 1

The Cabinet Member for Finance introduced report MCA/19/14 and advised Members that the format of the report had been revised. Councillor Whitehead highlighted the major variances in the report which included ICT costs, PV panels, planning income and professional costs, CIL administration charges, and business rates.

The recommendations in the report were moved by Councillor Whitehead and seconded by Councillor Gould.

Councillor Eburne raised questions regarding the forecasting of future planning income. Councillor Whitehead advised that the planning budget would be reviewed in the next few months.

Councillor Eburne then queried the capital sites for sale within the District with outline planning permission, and if these sites are reviewed with regard to purchasing. The Strategic Director confirmed that these sites are regularly reviewed and that there were several sites currently under consideration.

The Assistant Director for Customer Services responded to questions from Councillor Field regarding the ICT costs overspend and advised that the budget for these costs was being reviewed.

By a unanimous decision

It was RESOLVED:-

- 1.1 That, subject to any further budget variations that arise during the rest of the financial year, the surplus funds of £180k, referred to in section 5.6 of the report, be noted;
- 1.2 That the revised 2019/20 Capital Programme referred to in Appendix E and section 5.16 be noted.

Reason for Decision: To ensure Members are kept informed of the current budgetary position for both General Fund Revenue and Capital.

34 MCA/19/15 HOUSING REVENUE ACCOUNT (HRA) FINANCIAL MONITORING 2019/20 QUARTER 1

The report was introduced by the Cabinet Member for Finance and Members were provided with an overview of the variances detailed within. Councillor Whitehead clarified that in Appendix A, page 31 of the report the fourth column should read April

to June and not April to March.

The recommendations in the report were moved by Councillor Whitehead and seconded by Councillor Flatman.

A query was raised by Councillor Eburne regarding the recent issues within BMBS. Councillor Flatman confirmed that external contractors had been undertaking work on void properties and that as a result of this it was expected the situation would improve.

By a unanimous vote

It was RESOLVED:-

- 1.1 That, subject to any further budgetary variations that arise during the rest of the financial year, the shortfalls in funds of £141k, referred to in section 5.5 of the report, be noted**
- 1.2 That the 2019/20 Capital Programme referred to in Appendix A and section 5.10 of the report be noted.**

Reason for Decision: To ensure that Members are kept informed of the current budgetary position for both the HRA Revenue and Capital Budgets.

35 MCA/19/16 QUARTER ONE PERFORMANCE OUTCOME REPORTING

The report was introduced by the Cabinet Member for Customers, Digital Transformation and Improvement who advised that bench marking information and comparative data on the performance measures with Babergh have been included in the report. Councillor Morley expressed her thanks to the Cabinet Members for the work they have undertaken with the Assistant Directors to achieve the performance outcomes.

The recommendations were proposed by Councillor Morley and seconded by Councillor Burn.

The Chief Executive responded to questions from Councillor Field and Councillor Eburne regarding the performance measures relating to staff sickness and advised that various mental health programmes have been introduced and this has contributed to a reduction in the number of people absent from work with mental health related illnesses. The Chief Executive then commented that the average number of days lost to sickness benchmarks favourably with other authorities.

Councillor Gould enquired what the figures would be if long term sicknesses were removed. The Chief Executive confirmed this information would be provided.

The performance measure relating to telephone calls and the time taken to answer was discussed by Members. The Assistant Director for Customer Services confirmed that the Quarter 1 figures were affected by increased calls following the

issuing of Council Tax bills, rent collection letters and calls relating to the recent elections.

By a unanimous vote

It was RESOLVED:-

That the performance report and the performance outcome information tabled at Appendices A to H of the report be agreed as reflecting Mid Suffolk District Council's performance for April – June 2019.

Reason for Decision: To provide assurance that the Council is meeting its performance objectives.

36 MCA/19/17 COMMUNITY INFRASTRUCTURE LEVY (CIL) - CIL EXPENDITURE BUSINESS PLAN AUGUST 2019

The Cabinet Member for Planning introduced the report and provided an overview of the CIL bids detailed in the report. It was noted that bid numbers M13-18 and M16-18 had been withdrawn by Suffolk County Council, and provisions had been made to M14-18 involving new costings and details.

Councillor Burn moved the recommendations in the report. This was seconded by Councillor Flatman.

Councillor Burn confirmed that the final sentence of paragraph 8.9 of the report was to be deleted and all references to Babergh District Council amended to Mid Suffolk District Council. Councillor Eburne commented that the figures included in paragraph 6.8 of the report also refer to Babergh District Council. The Professional Lead – Key Sites and Infrastructure confirmed these would be amended.

Members were advised by the Professional Lead – Key Sites and Infrastructure that an Infrastructure Delivery Plan had been published which highlights where the authorities' priorities for infrastructure funding and spending will lie in relation to growth. It was also confirmed that an Expenditure Framework Review would be taking place before the beginning of bid round 5.

It was further noted that Recommendation 3.1 of the report was to be amended to read M19-04 Thurston Sandpit Lane.

By a unanimous vote

It was RESOLVED: -

1.1 That the CIL Expenditure Business Plan (September 2019) and accompanying technical assessments of the CIL Bids forming Appendices A and B of the report and which include decisions on valid Bids for Cabinet to make and those for Cabinet to note be approved as follows: -

Decisions for Cabinet to note: Local Infrastructure Fund

| CIL Bid, Location and Infrastructure Proposed | Amount of CIL Bid and total cost of the Infrastructure | Delegated Decision |
|--|---|--|
| M19-01 Stowupland Trinity Meadows Development Church Road New Parish Notice Board (revised specification to CIL Bid M10-18 (so as to match other Notice Boards in the village)) | Amount of CIL Bid £396.26 Total cost £692.52 | Cabinet to note Delegated decision taken on 6th August 2019 (on the proviso that CIL Bid M10-18 is not proceeded with) |
| M19-04 Thurston Sandpit Lane New Bus Shelters for Sandpit lane North and South Bus Stops | Amount of CIL Bid £9600.00 Total cost £9600.00 | Cabinet to note: - Delegated decision taken on 6th August 2019 |

- 1.2 That Cabinet noted and endorsed the CIL Business Plan which included the position reached on all undetermined/outstanding Bids together with the up to date position in respect of approved CIL Bids from Rounds 1 and 2.

Reason for Decision: Community Infrastructure Levy (CIL) monies have been collected since the implementation of CIL on the 11th April 2016. The CIL Expenditure Framework originally adopted in April 2018 and reviewed with amendments adopted on the 18th March 2019 requires the production of a CIL Business Plan for each District which contains decisions for Cabinet to make or note on CIL Bids for CIL expenditure. These decisions relating to the expenditure of CIL monies form one of the ways in which necessary infrastructure supporting growth is delivered.

37 MCA/19/18 EQUALITY AND DIVERSITY POLICY

The Leader of the Council introduced the report and reminded Members that the report had previously been presented at Full Council.

The recommendations in the report were moved by Councillor Morley and seconded

by Councillor Flatman.

Subject to a minor typographical amendment, by a unanimous vote

It was RESOLVED:-

That following a recommendation from Full Council, Cabinet approved the Equality and Diversity Policy.

Reason for Decision: To adopt the Equality and Diversity Policy which meets the Council's responsibilities under the Equality Act 2010.

38 MCA/19/19 LOCAL INDUSTRIAL STRATEGY ENDORSEMENT

The Cabinet Member for Economic Delivery introduced the report which sought Cabinet approval for the draft Local Industrial Strategy for Suffolk and Norfolk. Members were advised that the final format of the strategy would be led by central government and that the proposed publication date of the document was October.

Councillor Brewster stated that Mid Suffolk and Babergh District Councils had requested further strengthening within the strategy with regard to localised energy production, innovation in agricultural sectors, upskilling of labour force, market town visioning, and workspace as a business retention.

The recommendations were moved by Councillor Brewster and seconded by Councillor Morley.

The Corporate Manager – Open for Business confirmed that the Local Industrial Strategy should be read alongside the New Anglia Economic Strategy which detailed many of the more delivery focussed points.

By a unanimous vote

It was RESOLVED:-

That Cabinet endorsed the draft version of the Local Industrial Strategy for the Suffolk and Norfolk (New Anglia LEP) area, as attached as Appendix A in the report.

Reason for Decision: To support the delivery of collaborative and inclusive strategic regional and national economy initiatives which will impact to local place level.

The business of the meeting was concluded at 3.56 pm.

.....
Chair and date

This page is intentionally left blank

Agenda Item 8

MID SUFFOLK DISTRICT COUNCIL

| | |
|---|---|
| TO: CABINET | REPORT NUMBER: MCa/19/21 |
| FROM: Leader of the Council | DATE OF MEETING: 07 October 2019 |
| OFFICER: Arthur Charvonia Chief Executive | |

CORPORATE PLAN (2019 - 2027)

1. PURPOSE OF REPORT

- 1.1 To adopt a revised corporate plan for the Council.

2. OPTIONS CONSIDERED

- 2.1 The Councils' existing "Refreshed Joint Strategic Plan" is due to expire in 2020 and therefore needs replacing. The options that informed the development of the draft corporate plan are contained within Appendix A.

3. RECOMMENDATIONS

- 3.1 That Cabinet recommend the draft corporate plan (2019 – 2027) to Council (as visually represented in paragraph 4.5) to replace the Refreshed Joint Strategic Plan (2016 – 2020).

REASON FOR DECISION

- 3.2 To ensure that Babergh and Mid Suffolk have an appropriate corporate plan in place, designed to address the challenges and seize the opportunities facing the districts, and their organisations, for the foreseeable future.

4. KEY INFORMATION

- 4.1 Babergh and Mid Suffolk District Councils last adopted a corporate plan in 2016. This itself was a refresh of the previous corporate plan known as the 'Joint Strategic Plan'. The current corporate plan, 'Joint Strategic Plan, 2016 – 2020' expires next year.
- 4.2 Following the elections in May 2019, in consultation with the Chief Executive, the new administrations at both Councils have reviewed the Councils' approach and considered how the Councils need to continue to adapt to address the challenges and seize the opportunities facing the districts, and their organisations, for the foreseeable future.
- 4.3 The administrations have agreed with the Chief Executive that the Councils need to focus upon providing more confident leadership of our places, through greater place-based working. In doing so the organisations will also need to be more deeply rooted in what we believe in, and common sense - in our values and our sense of public service - genuinely caring about our residents and places, and getting stuff done for people.

- 4.4 The Councils will continue to strive to be recognised as organisations that help make things happen and trusted to do the right thing - delivering outcomes that positively affect people's lives. The Councils will continue to work effectively in partnership with others and be more outward looking - seeking examples of best practice and opportunities beyond Suffolk.
- 4.5 A visualisation of the revised corporate plan (2019 – 2027) to replace the Joint Strategic Plan (2016 – 2020) is presented below for approval by the Council. Attached at Appendix A is a summary of the development of this revised plan.

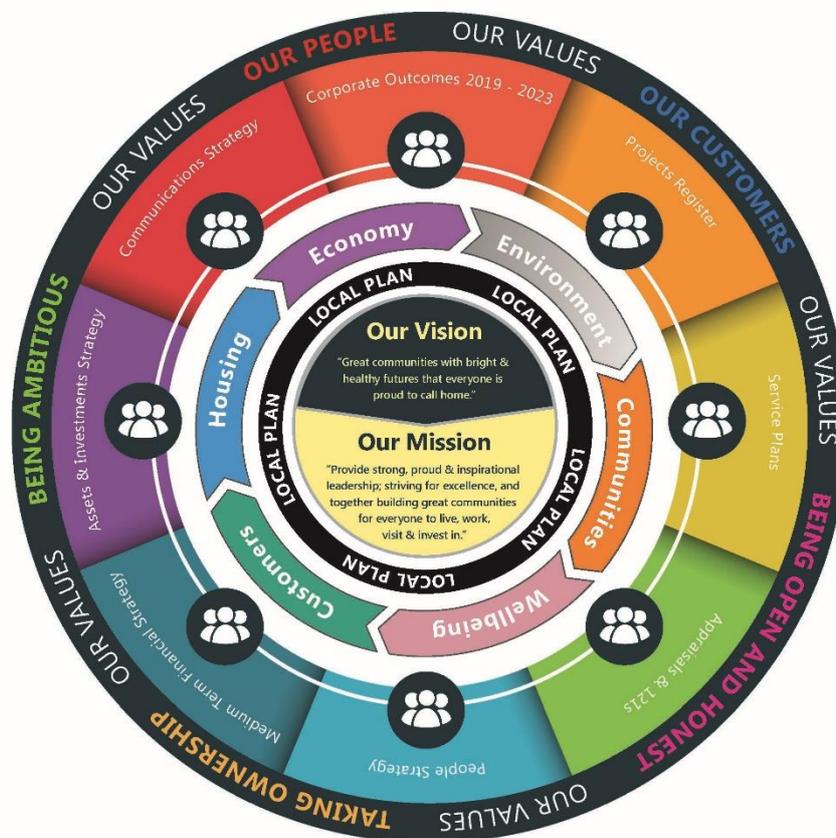
Our Vision is to build:

“Great communities with bright & healthy futures that everyone is proud to call home”

Our Mission is to:

“Provide strong, proud & inspirational leadership; striving for excellence, and together building great communities for everyone to live, work, visit & invest in”

Our Strategic Priorities are the Environment, Economy, Housing, Wellbeing, our Customers and our Communities.



5. FINANCIAL IMPLICATIONS

- 5.1 If approved the revised (February 2020) Medium Term Financial Plan (MTFP) will be developed to reflect the new corporate plan. As the new corporate plan is an evolution of the previous Joint Strategic Plan it is not anticipated that there will be any significant different financial implications arising from adopting this more refined corporate plan. The 2020/21 budget and the MTFP will continue to ensure the financial sustainability of both Councils.

6. LEGAL IMPLICATIONS

- 6.1 There are no immediate legal implications arising from the adoption of a revised corporate plan.

7. RISK MANAGEMENT

- 7.1 If approved the corporate risk register will be reviewed in light of the new corporate plan. Initial analysis by officers indicates that adoption of the revised corporate plan itself will not create new or mitigate existing corporate risks. As highlighted however the corporate plan is designed to enable the Council to address the challenges and seize the opportunities facing the districts.

8. CONSULTATIONS

- 8.1 As set out in Appendix A there has been various officer engagement during 2018/19 in the development of the draft corporate plan. The development of the corporate plan has also been informed by the engagement and consultation that has taken place in the development of the Councils' corporate strategies and the Local Plan.
- 8.2 The purpose of the corporate plan is to enable the Councils to function most effectively. As such the main 'audience' for the corporate plan is councillors, staff and stakeholders (as opposed to residents). There has not therefore been any direct consultation with the public regarding the revised corporate plan. Ongoing engagement with our customers and communities will however continue through the action plans supporting the Customer and Communities Strategies, and will be informed by the emerging task and finish work with regard to the Councils' branding.
- 8.3 It is vital that our residents and communities know about their Council's vision, mission and priorities so that they can be confident in our leadership, get involved if they want to and challenge where they feel necessary. The Councils do not however expect the public to read through long documents and / or understand local government in detail, in order to do any of these things.
- 8.4 Once the corporate plan has been adopted there will be a programme of communication activities to raise awareness and broaden understanding of the plan among residents and partners. This will include video content, infographics, workshops, events, social media and online material. This will also dovetail with the Councils' clear and transparent performance monitoring approach, so that anyone can judge how well the Councils are doing against the plan. As in previous years, the Councils also intend to produce end of municipal term reports, primarily for residents, in order to account for the Council's performance over the 4 year period.

9. EQUALITY ANALYSIS

Equality Impact Assessments have been carried out in relation to each of the Council's strategic priorities, strategies and action plans. An additional equality impact assessment of the Council's revised Vision and Mission is therefore not considered necessary.

10. ENVIRONMENTAL IMPLICATIONS

10.1 The environment is a clear strategic priority within the revised corporate plan. There are no immediate environmental implications arising from the adoption of a revised corporate plan. The Council's emerging Environment Strategy and recently established taskforce will however consider this in detail, with a particular focus on Climate Change and Biodiversity.

11. APPENDICES

| Title | Location |
|--|----------|
| (a) Summary of the development of the revised corporate plan | Attached |

12. BACKGROUND DOCUMENTS

- The Refreshed Joint Strategic Plan (2016 – 2020)
- Economy Strategy ('Open for Business')
- Housing and Homes Strategy
- Leisure, Sport and Physical Activity Strategy
- Communities Strategy
- Customers Strategy
- Babergh & Mid Suffolk District Councils' Values

Summary of the development of the revised corporate plan

Corporate Plan

The administrations adopted a set of principles to guide the evolution of the corporate plan:

- The Plan will remain relentlessly people (customer & outcome) focused
- The Plan will be comprised of:
 - a. Our Vision – that describes the world we want to see
 - b. Our Mission – that details our specific part in seeing our vision become a reality – how we are creating the world we want to see
 - c. Our Values – that set out the motivation behind the vision, the heart behind the mission, and the drive behind our people
 - d. Our Strategies – that describe the tactics we are deploying to support delivery of our mission and vision
- There should be a ‘golden thread’ from the Councils’ Vision, Mission, Values, Corporate Strategies and Service Plans all the way through to each person’s role & objectives
- It should be a longer-term corporate plan e.g. 8 years, reviewed in 2022 ahead of 2023 district elections (and then refreshed post-election) and any general election (NB more regular reviews of the supporting strategies will be necessary)
- The main audience for the corporate plan is councillors, staff & stakeholders (as opposed to residents) – it is there to help the Councils function most effectively
- The Plan will align with and emerge from the Joint Local Plan (2036)
- The Plan will inform any incomplete outcome and / or organisational strategies, and when they are being refreshed
- The Plan will be presented as a virtual ‘plan on a page’ with supporting digital materials

The plan will avoid:

- Adopting a single overarching strategic approach e.g. subsidiarity / enabling, ‘Easy Council’, ‘Commissioning’, ‘Commercialism’
- Being style over substance
- Context of the wider future environment facing our area (e.g. Suffolk 20+). As this changes more frequently, it is suggested that it forms part of our annual planning

Vision

In addition the administration have developed principles for the revision to the Councils' vision:

- There should be a single, clear & compelling Vision for Babergh and Mid Suffolk that inspires a common purpose
- That the Vision should reflect Babergh and Mid Suffolk as places
- The Vision should be stretching
- The broad focus of the Vision should be improving quality of life

In considering a revised Vision the administration also drew upon work of officers during 2018/19. Whilst senior officers agreed with the need for the Councils to further evolve they highlighted the need to preserve some key aspects of the Councils. These were:

- Caring for our districts - putting our communities at the heart of all we do
- Our sense of duty & positive impact on residents' lives (not profits)
- Our friendly, welcoming, open & supportive 'family' rather than an 'organisation'
- Being greater than the sum of our parts as a collection of services
- The richness, strength and authenticity of our relationships and partnerships
- Our local knowledge of our places
- Our essential links to our communities that help to improve lives
- How we are seen to value our communities
- Being custodians of open spaces, for peoples' health & wellbeing
- Improving our places whilst protecting the character and strengths that our communities value

Mission and Values

The Joint Strategic Plan 2016 – 2020 resulted in both Councils adopting a more outcome-based approach to delivery. The simple creation of the plan did not however have all of the intended impact upon the organisations or for residents. The Chief Executive believes that this is in part because of the lack of explicit Mission and Values to underpin the plan. The Chief Executive has therefore adopted specific corporate values and behaviours alongside ongoing wider cultural change for the organisation; and has recommended that these now be enshrined, together with an explicit mission statement, within the revised corporate plan.

Strategic priorities

The Councils' strategic priorities (as reflected by their corporate strategies) will remain as the Environment, Economy, Housing, Wellbeing, our Customers and our Communities.

Agenda Item 9

MID SUFFOLK DISTRICT COUNCIL

| | |
|---|---|
| TO: Cabinet | REPORT NUMBER: MCa/19/22 |
| FROM: Cllr David Burn (Cabinet Member for Planning) | DATE OF MEETING: 07 October 2019 |
| OFFICER: Robert Hobbs (Corporate Manager - Strategic Planning) | KEY DECISION REF NO. CAB116 |

BOTESDALE & RICKINGHALL NEIGHBOURHOOD PLAN

1. PURPOSE OF REPORT

- 1.1 To presents the findings of the Independent Examiner's Report on the content of the Botesdale & Rickinghall Neighbourhood Plan Submission Draft document.
- 1.2 Subject to the implementation of the detailed recommendations contained within the Examiner's Report, it is proposed that Cabinet agree that the Botesdale & Rickinghall Neighbourhood Plan proceed to a local referendum.

2. OPTIONS CONSIDERED

- 2.1 The local planning authority may propose to make a decision on a recommendation that differs from that set out by the Examiner in their report. If so, it must give its reason why and undertake further consultation before issuing a final decision. As appropriate, this may require the matter to be re-examined. For the reasons set out in section 4 below, this option has been discarded.
- 2.2 The recommended option as set out below is that the local planning authority agree that this Neighbourhood Plan proceed to a local referendum.

3. RECOMMENDATIONS

- 3.1 That Botesdale & Rickinghall Parish Councils be requested to make the necessary modifications to their Neighbourhood Plan in accordance with the Examiner's recommendations.
- 3.2 That, subject to the satisfactory completion of the above (to be agreed by the Corporate Manager for Strategic Planning); the Neighbourhood Plan be advanced to a local referendum covering the parishes of Botesdale, Rickinghall Inferior and Rickinghall Superior.

REASON FOR DECISION

- 3.3 To enable the Council to meets its statutory obligations under Section 17A of the Neighbourhood Planning (General) Regulations 2012 (as amended) and to allow the Botesdale & Rickinghall Neighbourhood Plan to proceed to a local referendum

4. KEY INFORMATION

4.1 The Localism Act 2011 introduced the concept of neighbourhood plans. These are plans developed by local communities covering the area in which they live and work, and provide them with an opportunity to prepare planning policies and allocate land to shape the future of their area. Consequently, each plan has its own character.

4.2 The Botesdale & Rickinghall Neighbourhood Plan has been prepared in accordance with the Neighbourhood Planning (General) Regulations 2012 (as amended). The key stages prior to independent examination are set out below:

- Area Designation: 11 May 2017
- Regulation 14 Pre-submission Consultation: 9 Nov - 21 Dec 2018 (carried out by the Parish Council).
- Regulation 16 Submission Draft Consultation: 11 Feb – 27 Mar 2019 (carried out by the District Council). During this period, nine written representations were received.

A Consultation Statement submitted by the Parish Council / Neighbourhood Plan Working Group sets out in more detail how they went about preparing the Plan. Officers at the District Council have also had regular engagement with the group during the Plan's preparation.

4.3 The Plan has been independently examined by Ann Skippers BSc (Hons) MRTPI FRSA AoU, a suitably qualified and experienced person who was independent of the plan making process. The examination was conducted via the written representation, and through matters of clarification from the Examiner to which both the Parish and District Council responded.

4.4 On 15 August 2019, the Examiner issued her Final Report. It concludes that "*the plan is well presented with a clear vision*" and "*subject to modification, it meets the basic conditions and all other requirements I am obliged to examine.*" The modifications and other recommendations of note are summarised in paragraph 4.5 below. A link to the Examiner's Full Report is provided at Appendix 1. The Examiner did not consider it necessary to extend the local referendum area.

4.5 In the main the modifications involve improving the wording of policies so that they are clear and unambiguous and can be used in a consistent manner by decision makers. Those of note are:

- that policies B&R11 (Housing Space Standards), B&R15 (Protecting Heritage Assets), B&R20 (Protecting Existing Services & Facilities), and B&R22 (Public Rights of Way) all meet the basic conditions as worded and require no modification;
- minor amendments to all five site allocation policies (B&R3, B&R4, B&R5, B&R6 and B&R7) – which reflect existing planning permissions - to include an appropriate cross-reference to the relevant map and the insertion of the word "approximately" in reference to the number of dwellings proposed;
- at policy B&R9 (Housing Mix), the inclusion of a reference to "*the latest available housing needs information for the Plan area*";

- the conversion of policy B&R10 (Delivering homes to meet the needs of all potential occupants) into a re-worded Community Action on the grounds that, while a laudable aim, the policy wording implies that it seeks to support higher local technical standards for housebuilding, which is beyond the normal remit of a neighbourhood plan;
- at policy B&R12 (Area of Local Landscape Sensitivity), and with reference to a representation from Anglian Water, inclusion within the supporting text of a reference to their Water Recycling Centre and that it is not the intention of the policy to prevent essential or operational development from being supported on the understanding that the quality of the surrounding landscape is not compromised;
- at policy B&R14 (Local Heritage Assets), replacement wording that appropriately reflects the status of the identified 'non designated heritage assets'; *and*
- a number of modifications to policy B&R16 (Design Considerations) including amended wording with regards to a design lead approach to the provision of car parking.

4.6 The District Council must now consider all of the recommendations, the reasons for them, and decide what action to take. It must also come to a formal view about whether the Plan meets the 'Basic Conditions'.

4.7 The 'Basic Conditions' are set out in Paragraph 8(2) of Schedule 4B of the Town and Country Planning Act, 1990 (as amended). In order to satisfy them, the Plan must:

- *have regard to national policies and advice contained in guidance issued by the Secretary of State,*
- *contribute to the achievement of sustainable development,*
- *be in general conformity with the strategic policies contained in the development plan for the area,*
- *not breach, and is otherwise compatible with, European Union (EU) obligations, and*
- *meet the prescribed conditions in relation to the neighbourhood plan and the prescribed matters have been complied with in connection with the proposal for the neighbourhood plan.*

4.8 Officers have assessed the content of the Examiner's Report and each recommendation and concur with its findings. It is therefore recommended to Cabinet that all the modifications proposed be made by the Parish Council. If the Cabinet agrees with this recommendation the District Council will need to publicise its decision (a 'Decision Statement') and move to a local referendum.

4.9 The Housing and Planning Act 2016 has made it clear that the only modifications that the District Council can make at this stage are those required to ensure that:

- the plan is compatible with EU obligations,
- the plan does not breach Convention Rights, or
- those required for the purpose of correcting minor errors.

The District Council is therefore only able to exercise limited discretion at this point.

- 4.10 The task of modifying the plan falls to the Parish Councils with assistance from the District Council. While there are no prescribed periods for this process, a copy of the plan, as modified, along with other specified documents will be required before the date of the local referendum can be confirmed.
- 4.11 Botesdale & Rickingham Parish Councils are working proactively with officers at the District Council to prepare a final version of the neighbourhood plan that incorporates all of the Examiner's recommendations. The plan is therefore nearing the local referendum stage.
- 4.12 The referendum process is governed by the Neighbourhood Planning (Referendum) Regulations, 2012 (as amended). The regulations set out that not less than 28 working days' notice must be provided of the date of the local referendum. Officers will work with colleagues in the Electoral Services Team and with the Parish Council to agree an appropriate date on which the local referendum will take place.
- 4.13 The Parish Councils will be expected to promote the referendum but it should be noted that there are restrictions on the publication of promotional material, advertisements and expenses. The format of the Referendum question will be:
- 'Do you want Mid Suffolk District Council to use the neighbourhood plan for Botesdale & Rickingham to help it decide planning applications in the neighbourhood area?'*
- 4.14 If more than 50% of those who vote in the referendum are in favour of the Neighbourhood Development Plan, then it must be brought into legal force and be 'made' (adopted) by the District Council. A further paper would be presented to Full Council to ratify the eventual outcome.

5. LINKS TO JOINT STRATEGIC PLAN

- 5.1 The successful making (adoption) of the neighbourhood plan will enable the District Council to fulfil its corporate priorities, in terms of housing delivery, business growth and community capacity building.

6. FINANCIAL IMPLICATIONS

- 6.1 The District Council receives £20,000 from the Ministry of Housing, Communities and Local Government for each neighbourhood plan once a referendum date has been set following a successful examination. This sum is paid to meet the District Council's costs in helping to deliver this Plan and will be sufficient in this case.
- 6.2 If the Botesdale & Rickingham Neighbourhood Plan is successfully 'made' (adopted) the Parish Councils will be eligible to receive 25% of any Community Infrastructure Levy receipts from qualifying development in its area.

7. LEGAL IMPLICATIONS

- 7.1 The Neighbourhood Plan has been prepared in accordance with the provisions of the Town and Country Planning Act, 1990, the Planning and Compulsory Purchase Act, 2004 and the Neighbourhood Planning (General) Regulations, 2012 (as amended). It has also had regard to the Environmental Assessment of Plans and Programmes Regulations, 2004 and the Conservation of Habitats and Species Regulations, 2017.

7.2 If 'made' (adopted), the Botesdale & Rickingham Neighbourhood Plan will become part of the Development Plan and, where relevant, used to determine planning applications.

8. RISK MANAGEMENT

8.1 This report is most closely linked with Significant Business Risk No. 3a - Enabling communities to become more sustainable. The key risks are set out below:

| Risk Description | Likelihood | Impact | Mitigation Measures |
|--|--------------|---------|---|
| The Neighbourhood Plan fails to receive support at the referendum stage. | Unlikely - 2 | Bad - 3 | The Parish Councils are responsible for promoting the referendum. |
| Legal challenge to the content of the Neighbourhood Plan and/or judicial review of the District Council's decisions. | Unlikely - 2 | Bad - 3 | Ensuring that the relevant Regulations are followed and that the decision making processes are clear and transparent. |

9. CONSULTATIONS

9.1 As noted in paragraph 4.2 above, the District Council undertook formal consultation on the content of the submission draft Botesdale & Rickingham Neighbourhood Plan between 11 February and 27 March 2019. The written representations received can be accessed via the link at Appendix 2.

9.2 Guidance issued in early 2018 by the Independent Examiner Referral Service (NPIERS) affords the Parish Council / Neighbourhood Plan Working Group the opportunity to consider and respond to the submitted representations before the examination commences. A link to the Parish Councils response is also provided at Appendix 2.

10. EQUALITY ANALYSIS

10.1 There are no equality or diversity implications arising directly from this report. An Equality Impact Assessment (EqIA) is not required.

11. ENVIRONMENTAL IMPLICATIONS

11.1 The consideration of environmental implications are an integral part of the Neighbourhood Plan preparation process. The Botesdale & Rickingham Neighbourhood Plan has been subject to the appropriate Strategic Environmental and Habitats Regulations screening assessments.

12. APPENDICES

| Title | Location |
|-----------------------------|---|
| (1) Examiners Final Report' | https://www.midsuffolk.gov.uk/assets/Neighbourhood-Planning/BoteRick-NP-Exam-Report.pdf |

| | |
|--|--|
| (2) Submission Draft Representations <i>and</i> Botesdale & Rickinghall PC response to the above | https://www.midsuffolk.gov.uk/assets/Neighbourhood-Planning/BoteRick-NP-R16-Reps.pdf https://www.midsuffolk.gov.uk/assets/Neighbourhood-Planning/BoteRick-NP-R16-Reps-Response.pdf |
|--|--|

13. BACKGROUND DOCUMENTS

The submission version of the Botesdale & Rickinghall Neighbourhood Plan can be found at:

<https://www.midsuffolk.gov.uk/assets/Neighbourhood-Planning/BoteRick-NP-Sub-Jan19.pdf>

[Ends]

Agenda Item 10

MID SUFFOLK DISTRICT COUNCIL

| | |
|---|---|
| TO: Cabinet | REPORT NUMBER: MCa/19/23 |
| FROM: Julie Flatman - Cabinet Member for Housing | DATE OF MEETING: 07 October 2019 |
| OFFICER: Gavin Fisk – Assistant Director Housing | KEY DECISION REF NO. CAB163 |

DEVELOPMENT OF A BUSINESS CASE FOR A JOINT VENTURE FOR THE FUTURE DELIVERY OF BUILDING SERVICES

1 PURPOSE OF REPORT

- 1.1 This report requests Cabinet endorsement for officers to develop a Business Case, which explores the opportunities for developing a Joint Venture between Babergh and Mid Suffolk District Councils and Flagship Group.
- 1.2 The Business Case will consider a Joint Venture that will deliver Housing Repairs, Maintenance and Planned Improvements to the Councils 6,800 Housing Revenue Account Homes.

2 OPTIONS CONSIDERED

- 2.1 A range of options have been considered before submitting this report.
- 2.2 The first option is the 'Status Quo' in which officers would continue to manage and develop the Building Service in accordance to the current Business Plan.
- 2.3 The second option is to consider alternatives to the current business model, which could include outsourcing the service or finding an alternative partner to enter into a joint venture with. However, these have been discounted because there are no immediate opportunities to develop these options.

3 RECOMMENDATIONS

- 3.1 That a business case is developed by officers which explores the opportunities a Joint Venture would create to deliver Building Services.
- 3.2 A business case, with a preferred option for the delivery of Building Services is presented to Cabinet, by early 2020, for a decision.

REASON FOR DECISION

- 3.3 The delivery of an efficient and effective, value for money building service continues to present a range of challenges. To ensure we provide the highest level of service to our tenants whilst managing costs, the development of this business case would explore the opportunities and benefits to deliver services within an alternative business model in the future.

4. KEY INFORMATION

- 4.1 Babergh and Mid Suffolk Building Services was developed following a decision in 2016 by Members. Babergh and Mid Suffolk Building Services (BMBS) began operating from April 2017 with the aim to: *“Deliver Repairs and Maintenance services across both districts, with a focus on establishing a viable business base that creates financial stability and potential future commercial development”*
- 4.2 Since its conception the Business Plan for BMBS has been through several iterations, with the result that members agreed a revised version in early 2018 which focuses on: *“Providing an efficient in-house repairs service for Council Housing in Babergh and Mid Suffolk which focuses on providing value for money, high quality repairs ensuring the net cost of the service is minimised”*.
- 4.3 Building Services provides day to day repairs to Council owned homes delivering approximately 12,000 repairs per year. It conducts repairs and improvements to around 700 empty homes, per year. It has a workforce of approximately 60 staff. Following the recent Management Review, the service is now responsible for the management of the Councils Housing Revenue Accounts Capital and Planned Maintenance Programme, Servicing Schedules, Mechanical and Electrical Services, and Compliance.
- 4.4 Since BMBS was created there are several national challenges which must be considered as part of developing the service both now and in the future. Residents' expectations have evolved, we all now live in a world in which it has become the norm to order goods using the internet and have them delivered the next day, which means they expect a higher level of service than we are able to offer.
- 4.5 Following the tragic events of Grenfell, the Government commissioned the Hackett Review which has now been published and makes recommendations on a future regulatory system for both new and existing buildings.
- 4.6 The Social Housing Green Paper was published in August 2018, by the Government with the expectation and likelihood of significant more regulation in the future management of housing.
- 4.7 In addition to the national challenges highlighted we locally face ongoing challenges with delivering Building Services as Councils. Financially, the Building Service has failed to meet income and expenditure targets set out in its business plan. At the end of the 2018/19, the net cost of the service was £1.6M which was in stark contrast to the £485,000 net cost forecast in the business plan. There were reasons for this additional cost including the Void project which utilised external contractors to carry out works to empty Council homes which reduced the length of time properties were empty from an average of 60+ days to an average now of 16 days.
- 4.8 During the summer of 2019, both Councils carried out a satisfaction survey of all its tenants and leaseholders. These results have highlighted the repairs service is an area of dissatisfaction amongst many tenants. We must act now and begin to improve and enhance the services we provide to prevent satisfaction from falling even further.

- 4.9 Overall satisfaction of the service the Council provides as a landlord has fallen by 6% amongst Babergh tenants and fallen 4% amongst Mid Suffolk tenants since the last survey was conducted in 2014. When our tenants consider great service, they often relate it to their home. Understandably, a good, speedy repairs service is seen as significant and the most important reason to class a service from a social housing provider as 'great'.
- 4.10 Of those tenants surveyed, in both districts they listed *'Maintaining and repairing their home'* as the most important priority to them.
- 4.11 When tenants were asked *'How satisfied are you with the overall quality of your home'* only 79% of tenants were satisfied. This is a significant reduction in satisfaction over the past 11 years, as detailed in Table 1.

Table 1 – Satisfaction of Tenants with the overall quality of their homes

| Year | Babergh | Mid Suffolk |
|-------------|---------|-------------|
| 2019 | 79% | 79% |
| 2014 | 81% | 80% |
| 2008 | 89% | 82% |

- 4.12 Tenants were also asked *'How satisfied are you with the way the Councils deal with repairs and maintenance'*. The results were different for both Councils, but both showed a decline in satisfaction as detailed in Table 2.

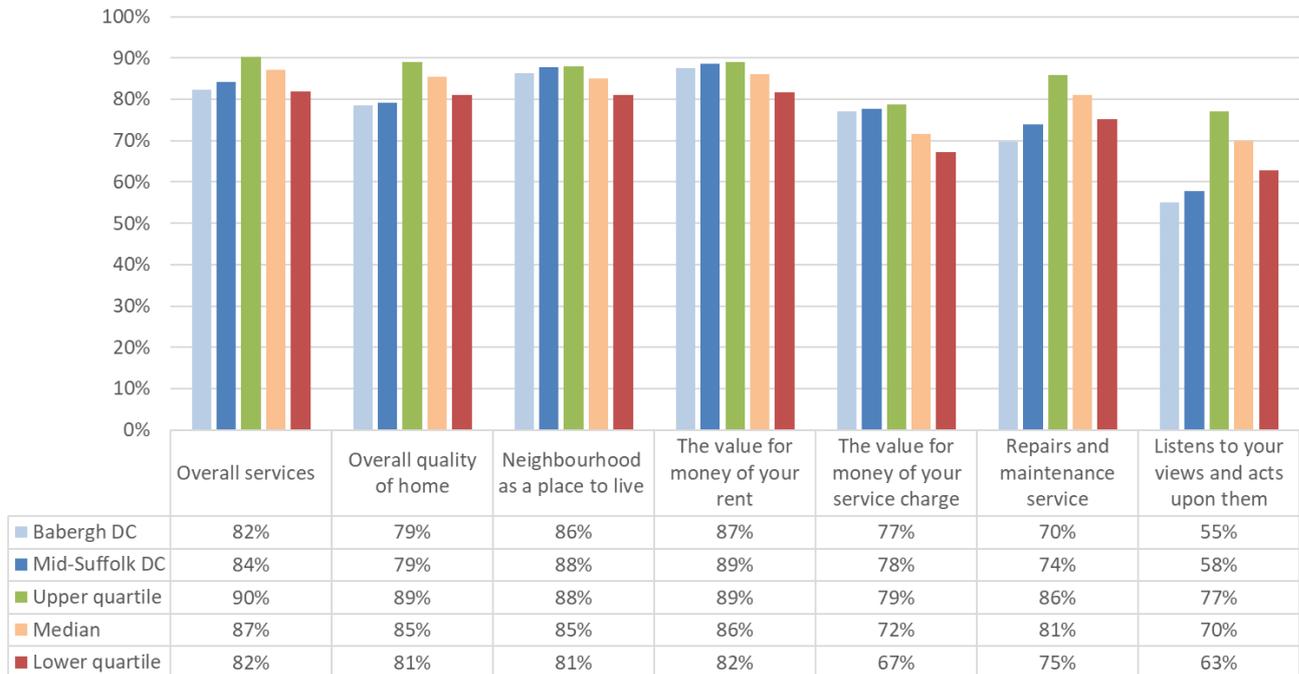
Table 2 – Satisfaction of Tenants with the way the Councils deal with repairs and maintenance.

| Year | Babergh | Mid Suffolk |
|-------------|---------|-------------|
| 2019 | 72% | 74% |
| 2014 | 80% | 80% |
| 2008 | 90% | 79% |

During the past eleven years there has been a decline in satisfaction amongst Babergh tenants of 18% whilst the decline is less (5%) in Mid Suffolk. However, it should be noted that satisfaction was already lower in Mid Suffolk. Currently both Councils are scoring very similar in regards to the level of satisfaction (72-74%).

- 4.13 We know from the satisfaction survey results there are three identifiable reasons for these levels of dissatisfaction with the repairs service. Amongst all tenants the three areas of improvement most important to them are: Being able to make an appointment and being kept informed; the overall quality of the work and the lack of repairs being completed right first time.
- 4.14 Our performance can be benchmarked against fellow Housing providers, nationally by means of using data held by HouseMark. The following chart confirms that our performance is in the lowest quartile.

Benchmarking Data – Comparison with other landlords:



- 4.15 So far, the report has evidenced the challenges faced by delivering a repairs service in house and the opinions of those currently receiving the service. This forms the evidence base as to why its appropriate and necessary to consider alternatives to the current provision.
- 4.16 A Joint Venture (JV) would have significant benefits for which will be explored and evidenced in a future business case, if members agree.
- 4.17 The benefits of a JV include the investment of knowledge, time, expertise, finance and experience. It will also be a compliant procurement solution. All of these will support the delivery of an exceptional repairs service which will be delivered at pace. The proposed JV with Flagship Group will lead to Economies of Scale which in turn will lead to savings of time and money and less risk.
- 4.18 A JV will provide Members with greater control of the service and retains ownership in comparison to other options such as Outsourcing.
- 4.19 A high level options appraisal (See Table 3) has considered the alternative options available to the Councils, before a decision was made to develop a Business case in relation to a JV with Flagship Group.

4.20 Table 3 – High Level Options Appraisal

| | Option 1 Continuation of Current Service | Option 2 Outsource | Option 3 Joint Venture – Flagship (Preferred Option) | Option 4 JV Public Partner |
|--|--|-----------------------|--|-------------------------------|
| Financial Return | Low | Low | Medium/High | Medium/High |
| Financial Exposure | High | High | Medium/Low | Medium |
| Control of Service | Total Control | Minimal Control | Shared Control | Shared Control |
| Quality of Service | Satisfactory | Unknown | High | Unknown |
| Risk | High | High | Low | Unknown |
| Speed of Delivery and Development of service provision | Slow | Medium | Fast | Slow |
| Scope for development of other services e.g. Housing Development | Low | Low | High | Unknown |

- 4.21 Flagship Group were chosen as our preferred partner to develop a business case with for a number of separate reasons. They own and manage over 28,000 homes, have a turnover of £160m and employ over 1,045 people. They are well managed, financially strong and proud to have achieved an A2 Moody's (credit worthiness) rating. They have achieved the rating of G1 for Governance and V1 for Viability – the highest ratings a Registered Housing Provider can achieve.
- 4.22 RFT Services are facilities, maintenance and repairs specialists with a growing offering of cleaning and grounds maintenance – working with housing associations, local authorities and businesses across the East of England. They work with organisations to build services that can really bring benefits. By doing things right, delivering an outstanding customer service experience and adding value to each contract.
- 4.23 RFT employ highly skilled Trade Operatives across Norfolk, Suffolk, Cambridgeshire and Essex, and have best in class supply chain solutions with a number of national, regional and local partners.
- 4.24 Flagship Group are well known to Babergh and Mid Suffolk District Councils having previously provided their services by undertaking Void work to our own homes.
- 4.25 Blueflame, for whom we have a long-standing servicing, heating and electrical contract with, were purchased by the Flagship Group in early 2018. Development of the Business case will consider the opportunities to include Blueflame within the Joint Venture.

4.26 Assuming Members of the Cabinet agree to officers developing a business case in relation to a Joint Venture with Flagship Group to deliver Repairs and Maintenance services, an indicative timeline has been drafted which is shown in Table 4.

4.27 **Table 4 – Proposed Timeline to develop a Business Case**

| Date | Action |
|----------------------------|--|
| Oct 2019 | A report will be presented to Babergh and Mid Suffolk's Cabinets to consider the proposed development of the Business Case with Flagship Group |
| Oct 2019 – Feb 2020 | Flagship will support the service and develop a draft Business Case with officers from Babergh and Mid Suffolk |
| Mar 2020 | Business Case will be presented to Babergh and Mid Suffolk's Cabinets for consideration / approval |
| March – Aug 2020 | If approved, work will begin to transfer services into the Joint Venture, which could commence as early as the Summer 2020 |

4.28 We will transfer work in a phased way testing as we go. This will minimise disruption to customers and ensure that we have adequate resource to implement.

5 LINKS TO JOINT STRATEGIC PLAN

5.1 This report and its aims are linked closely to our Housing Vision which is set out in our Homes and Housing Strategy. Our Vision is for residents to live in affordable and high-quality homes that enable them to build settled, safe, and healthy lives, within sustainable and thriving communities.

5.2 Success of BMBS has been a strategic priority for the Councils since its inception and as a result its progress has regularly been reviewed by Overview and Scrutiny and Cabinets.

6 FINANCIAL IMPLICATIONS

6.1 The financial implications of a Joint Venture will be determined by developing the business case during the next few months. Existing resource from within Babergh and Mid Suffolk will be utilised to develop the business case. Flagship Group will be investing considerable resource and expertise in developing the business case in partnership with our Councils.

6.2 It has been agreed that subject to the Business Case being developed and agreed by members in the future, these costs will be absorbed by Flagship Group. It should be noted that if members chose not to agree any future business case, Babergh and Mid Suffolk will incur Flagship Group costs.

7 LEGAL IMPLICATIONS

- 7.1 There are no legal implications to developing the Business Case. The Business Case itself will explore the legal implications of establishing any Joint Venture, maintaining the relationship and the implications of the Joint Venture coming to an end through the choice of one or other partner.
- 7.2 The legal implications associated with a Joint Venture including how it will be created and developed as a legal entity will be presented to members as part of any future business case.

8 RISK MANAGEMENT

- 8.1 This report is most closely linked with the Council's Corporate / Significant Business Risk No. 4(d) **We may fail to deliver the financial projection set out within the BMBS Business Plan.** Key risks are set out below:

| Risk Description | Likelihood | Impact | Mitigation Measures |
|--|--------------|----------------|--|
| Providing a narrative which is acceptable to staff, and does not cause alarm or distress | Unlikely (2) | Bad (3) | Staff workshop ahead of this cabinet report being published. Regular verbal and written updates. Regular updates to Unite and Unison Trade Unions Sharing of evidence base including STAR survey results. |
| Potential higher turnover of staff – in the short term | Unlikely (2) | Noticeable (2) | Staff will be informed throughout. Vacancies will be managed in the same way as they are now. |

| | | | |
|--|---------------------|----------------|---|
| Maintaining current performance (as a minimum) whilst a business case is developed | Unlikely (2) | Noticeable (2) | An action plan is already in place |
| Business case may evidence additional investment, is required, beyond current budget and financial planning | Unlikely (2) | Bad (3) | <p>The development of the Business Plan will evidence why additional investment is required and provide explanation as to the benefits of any additional investment.</p> <p>The Business case will identify the financial cost/savings to the organisations over the life span of the JV and not just initial implementation phase.</p> |
| Financial business case may be unable to justify 'Management Costs' to both General Fund and to any third-party providers e.g. HR, IT, Finance etc | Highly Probable (4) | Bad (3) | The development of the Business Case will consider the most efficient way of providing 'Management Costs'. Which is most cost effective to the Councils. |
| Gaining the support of tenants | Unlikely (2) | Noticeable (2) | Tenants will be updated regularly throughout the process and this includes working with the Tenant Board. |

| | | | |
|--|--------------|----------------|--|
| Gaining the support of tenants | Unlikely (2) | Noticeable (2) | There is an evidence base based on the results of the STAR survey as to why we need to find solutions to tenants' dissatisfaction of the repairs service |
| Development of a plan to manage the business beyond a business case, if decision making doesn't pursue a Joint Venture | Unlikely (2) | Noticeable (2) | <p>An action plan is in place to continue to develop the service with or without the introduction of a JV.</p> <p>An experienced interim manager has been employed initially for six months to support the Building Service and to develop the service on an ongoing basis</p> |

9 CONSULTATIONS

- 9.1 At the time of writing this report no consultation has yet taken place. However, a workshop with all staff, that may be affected by any future Joint Venture is taking place on Tuesday 24th September 2019. This includes sharing with staff a presentation, conducting a workshop on how staff feel and providing them with written information titled a 'Frequently Asked Questions' which accompanies this report.

10 EQUALITY ANALYSIS

- 10.1 An Equality Impact Assessment (EIA) is not required at this stage but an EIA will accompany the business case.

11 ENVIRONMENTAL IMPLICATIONS

- 11.1 There are no Environmental implications related to production of this report.

12 APPENDICES

| Title | Location |
|--|----------|
| (a) Frequently Asked Questions – For Building Services Staff | Attached |

13 BACKGROUND DOCUMENTS

13.1 None

Building Services Workshop September 2019 – The Development of a Business Case to Consider an Alternative Service Delivery Model

Frequently Asked Questions

Why is it important to consider an alternative service delivery model?

The performance and success of Building Services is an organisational priority. We are keen to learn from others to accelerate the progression of the service.

When tenants consider great service, they generally relate it to their home. A good, speedy repairs service is seen as the most important and significant reason to rate their service, from a social housing provider, as 'great'.

Our Members expectation is that this service is high performing, delivering a high-quality service, which provides value for money. However, our current service does not always meet these expectations.

What is a Joint Venture (JV)?

A Joint Venture (JV) is a business arrangement in which two or more parties agree to pool their resources for the purpose of accomplishing a specific task. This task can be a new project or any other business activity.

In a JV, each of the participants is responsible for Income and Expenditure associated with it. However, the venture is its own entity, separate from the participants' other business interests.

So why are you considering a Joint Venture now?

There may never be a good time to review this, but it is important that we plan ahead. We must consider whether the service we offer is financially sound and offers the best service provision to our residents.

We need to consider the options there are of providing building services in an alternative way, to help us meet the challenges we may face in the future.

There are local and national challenges we must consider. Local challenges include the financial pressures in maintaining and delivering services and the views and opinions of our residents, captured through the 2019 Survey of Tenants and Residents.

National challenges such as the residents' expectations or the likelihood of significantly more regulation in the future, the Social Housing Green Paper and the Hackett Review (*A report commissioned by government following the Grenfell Tower fire to make recommendations on the future regulatory system*), must also be considered.

What is a Business Case?

A business case provides justification for undertaking a project or programme. It evaluates the benefit, cost and risk of a number of options and provides a rationale for the preferred solution.

A business case typically includes:

- The background of the project or programme and why it is needed (the Strategic case)
- What options have been considered and which has been chosen, including the 'do nothing' option (Options appraisal)
- The benefits that will arise from the work and any unavoidable disbenefits; (Expected benefits)
- The costs, investment appraisal and funding arrangements (Commercial aspects)
- The major risks and their impact on the business case (Risks);
- A summary of the delivery of outputs and realisation of benefits (Timescales)

So, when will the Business Case be produced and by whom?

Assuming members of both Babergh and Mid Suffolk Cabinets agree to developing a business case, in early October. We will produce a business case between October 2019 and early 2020. This business case will be written and developed by Officers from Babergh and Mid Suffolk, Flagship Housing and with the support of Chris Pegge (Interim Building Services Manager). We are keen for staff to contribute to its formation so that we have the best opportunity to get it right.

What will happen with the Business Case?

Once the business case has been written it will be presented to both Councils Cabinets and the Flagship Housing's Board. An individual decision will be made by each partner involved. Once these decisions have been made, we will ensure you are updated with how any decision may affect you in the future.

How much money will this Business case cost to develop?

The development of a business case will be absorbed within existing budget provision. No additional monies will be spent on its production. Additionally, there will be no cost to our organisations for Flagship Housing working on this project in the forthcoming months.

How much money will a Joint Venture save?

At this stage there has been no work undertaken to identify the potential savings such a model might create. In fact, the business case may in fact evidence that the cost of the service could increase, and these will be factors members will consider as part of any decision making.

Why have you only considered a Joint Venture as an alternative service delivery option?

Alternative options have been considered including continuing with the Status Quo, Outsourcing and a Joint Venture with an alternative provider but these are not deemed to be appropriate and suitable at the current time.

What about the lessons learnt from the last Business Case that was developed to bring the repairs service inhouse?

There were numerous lessons learnt from the development of the last business case in relation to 'Babergh Mid Suffolk Building Services'.

Reviewing the lessons learnt, we will ensure that the business case proposed will be robust and will stand up to scrutiny. It will also be developed by a team of individuals who are extremely experienced and whom have no connection to the historic work that took place.

Who may be affected by any future Joint Venture?

At this stage it is anticipated that the roles and functions of the Building Services team will form part of a Joint Venture. This includes Repairs and Maintenance, the management of the Councils Capital and Planned Maintenance programme and services associated with Mechanical and Electrical Engineering including Gas Servicing and Compliance. Specifically, in relation to the Housing Revenue Account (HRA). However, the development of the business case will identify which functions will be part of any future Joint Venture.

What will happen to my employment with Babergh and Mid Suffolk District Councils (BMSDC)?

At this stage we cannot give you any clarification as to what will happen with you, your role and your employment until a business case has been developed and a decision has been made.

It is extremely unlikely that you will know exactly what will happen until at least February or March 2020. Changes could include you being TUPE into the Joint Venture, remaining with BMSDC or a change to your individual roles and responsibilities.

What is TUPE?

TUPE is an acronym for the Transfer of Undertakings (Protection of Employment) Regulations 2006. Although the detail of the regulations can seem rather complex and technical, the underlying purpose is very straightforward. The rules simply aim to protect employees if the business they work for changes hands.

How will we be kept informed?

We will ensure that everyone that may be affected by the Joint Venture are regularly informed of progress. This will include regular meetings, written communications and updates to both the Unite and Unison Trade Unions. If you have any ideas or suggestions about how best to keep you informed, in addition to those listed please speak to any member of the Housing Management Team.

What happens to the service and me in the meantime?

Every member of the Building Services Management Team, wider Housing Management Team and Senior Leadership Team will continue to work towards making Building Services financially stable, whilst delivering the highest level of service to its residents. It's important the development of the business case does not become a distraction, and that should the business case for a Joint Venture not be agreed by members, continuation of current service delivery model must continue.

The work to develop the business case will take place alongside delivering services day to day. We will continue to make improvements to the service wherever possible and this will include Scheduling software being introduced later this year and the procurement of new a new fleet of vehicles.

You may see changes as a result of the next phase of the Management Review, which are not part of the Joint Venture. You may also notice officers from Flagship Housing attending meetings and working with our officers, but this does not mean a decision has been made.

Timetable

| Date | Action |
|-----------------------------------|--|
| 24th Sept. 2019 | All affected staff are notified of the proposed development of a business case to consider an alternative service delivery model |
| Sept 2019 | Communication to be sent to all Housing Staff and Councillors to make them aware of the work being undertaken |
| Oct 2019 | A report will be presented to Babergh and Mid Suffolk's Cabinets to consider the proposed development of the Business case with Flagship |
| Oct 2019 – Feb 2020 | Flagship will support the service and develop a draft business case with officers from Babergh and Mid Suffolk |
| Mar 2020 | Business case will be presented to Babergh and Mid Suffolk's Cabinets for consideration / approval |
| March – Aug 2020 | If approved, work will begin to transfer services into the Joint Venture, which could commence as early as the Summer 2020 |

Agenda Item 12

By virtue of paragraph(s) 3, 4 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3, 4 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 3, 4 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank