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Chief Executive

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TO: THE CHAIRMAN AND MEMBERS OF
BABERGH DISTRICT COUNCIL

18 April 2016

PLEASE NOTE TIME OF MEETING

Dear Sir/Madam

The Annual Meeting of the Babergh District Council will be held in the Council Chamber, Council Offices, Corks Lane, Hadleigh on **Tuesday, 26 April 2016 at 9:30 a.m.**

For those wishing to attend, prayers will be said at 9:25 a.m. prior to the commencement of the Council meeting.

Yours faithfully

Chief Executive

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.

Any member of the public who attends a meeting and objects to being filmed should advise the Committee Clerk who will instruct that they are not included in the filming.

PART I

1 ELECTION OF CHAIRMAN

2 ELECTION OF VICE-CHAIRMAN

3 APOLOGIES FOR ABSENCE

To receive apologies for absence.

4 DECLARATION OF INTERESTS

Members to declare any interests as appropriate in respect of items to be considered at this meeting.

5 MINUTES

To confirm and sign the minutes of the meeting held on 23 February 2016 as a correct record (copy attached).

6 CHAIRMAN'S ANNOUNCEMENTS

[Paper S1](#)

In addition to any announcements made at the meeting, please see Paper S1 attached, detailing events attended by the Chairman and Vice-Chairman.

7 LEADER'S ANNOUNCEMENTS

8 PUBLIC PARTICIPATION SESSION

Members of the public are able to ask a question or make a statement during this item – please refer to the 'Guide to the Procedure' – copy available on request.

Prior written notice of the intention to speak must be given to the Monitoring Officer by no later than 5.00 p.m. on Thursday, 21 April 2016 (two clear working days before the meeting).

9 QUESTIONS FROM THE PUBLIC IN ACCORDANCE WITH [COUNCIL PROCEDURE RULE NO. 15](#)

The Chairmen of Committees to answer any questions from the public of which notice has been given no later than midday two clear working days before the day of the meeting in accordance with Council Procedure Rules.

10 QUESTIONS FROM MEMBERS IN ACCORDANCE WITH COUNCIL PROCEDURE RULE NO. 16

The Chairman of the Council, the Chairmen of Committees and Sub-Committees and Lead Members to answer any questions on any matters in relation to which the Council has powers or duties or which affect the District of which due notice has been given in accordance with Council Procedure Rules.

11 TO RECEIVE NOTIFICATION OF PETITIONS IN ACCORDANCE WITH COUNCIL PROCEDURE RULE NO. 14

In accordance with Council Procedure Rules, the Chief Executive will report the receipt of any petitions. There can be no debate or comment upon these matters at the Council meeting.

12 POLITICAL BALANCE AND COMPOSITION OF COMMITTEES AND JOINT COMMITTEES

Report by the Interim Head of Democratic Services attached.

[Paper S2](#)

13 APPOINTMENTS

(i) Appointment of the Leader and Deputy Leader of the Council and Chairmen and Vice-Chairmen of Committees

In accordance with the Council's Constitution (Article 4 (5)) the Leader shall take up the Chairmanship of the Strategy Committee.

To elect a Chairman and Vice-Chairman for each of the following Committees:-

Planning
Regulatory

To elect a Vice-Chairman of the Strategy Committee.

To elect a Chairman and Vice-Chairman for each of the following Joint Committees:-

Joint Audit and Standards Committee
Joint Scrutiny Committee
Joint Appointments Committee

(ii) Appointment of Portfolio Holders

To appoint a Portfolio Holder for each of the following roles:

Housing Delivery
Business Growth and Increased Productivity
Community Capacity Building and Engagement
An Enabled and Efficient Organisation
Assets and Investments
Environment

(iii) Appointment of Members with Special Responsibilities

Council is asked to endorse the Leader's nominations for the following MSR roles:

Housing Delivery
Business Growth and Increased Productivity
Community Capacity Building and Engagement
An Enabled and Efficient Organisation
Assets and Investments
Environment

Note - The MSRs do not receive a financial allowance. They have no executive powers. They are a point of contact for officers so that soundings may be taken. Both Councils will review the Member Allowance Scheme in due course.

(iv) Appointments to Programme Steering Boards

To make appointments to the following Programme Steering Boards:-

Communities
Housing
Economy
Enabling
Environment

Each Programme Steering Board to comprise eight Councillors (four from Babergh and four from Mid Suffolk).

[Paper
S3](#)

(v) Appointment of Members to Joint Groups

Report by the Interim Head of Democratic Services attached.

[Paper
S4](#)

(vi) Appointments to Outside Bodies for 2016/17

Report by the Interim Head of Democratic Services attached.

(vii) Appointments to the Suffolk Joint Standards Board

The Interim Head of Democratic Services to report that, in accordance with the joint arrangements established with Mid Suffolk District and Suffolk County Councils, Members are asked to appoint three Members to serve on the Board for the current municipal year.

The political balance rules do not apply to Babergh's appointees, who cannot be any of the following:-

- the Chairman of the Council
- Members of the Strategy Committee

The Group Leaders have been asked to put forward names to be considered for these positions. Appointments will be made for the ensuing year, unless one of the circumstances in Section 5 of the Board's Terms of Reference relating to resignations, removal/replacement of members, changes to the constitutional arrangements takes effect.

Babergh's appointees for 2015/16 were Bryn Hurren, Adrian Osborne and David Rose.

(viii) Appointments to the Joint Gypsy and Traveller Steering Group

To make appointments to the Joint Gypsy and Traveller Steering Group.

14 REPORTS

(i) Joint Strategic Plan Refresh (Strategy Committee 7 April 2016)

[Paper R111 and revised Appendix A](#)

At its meeting on 7 April, the Committee considered and agreed recommendations 2.1 and 2.2 of Paper R111.

The Joint Strategic Plan Refresh document presented today has been updated for comments received from Councillors on the draft document considered by Executive and Strategy Committees. These changes will be outlined at the Council meetings.

The updated Plan is attached to Paper R111 as Appendix A (Revised). Any further minor changes to the Plan can be made under the delegation (as approved by the Strategy and Executive Committees) to the Strategic Director in conjunction with the Leaders of both Councils.

RECOMMENDED TO COUNCIL

That the Babergh District Council and Mid Suffolk District Council full Joint Strategic Plan Refresh 2016-2020 Appendix A (Revised) to Paper R111 be approved.

(ii) Annual Report of the Joint Scrutiny Committee and Babergh Scrutiny Committee 2015/16

[Paper S5](#)

Report by the Interim Head of Law and Governance attached.

(iii) Focused Management Review

[Paper
S6](#)

Report by the Chief Executive attached.

(iv) Constitutional Update

[Paper
S7](#)

Report by the Monitoring Officer attached.

(v) Neighbourhood Planning

[Paper
S8](#)

Report by the Head of Planning for Growth attached.

For further information on any of the Part 1 items listed above, please contact Linda Sheppard on 01473 826610 or via email at committee.services@babergh.gov.uk

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MINUTES OF THE MEETING OF THE BABERGH DISTRICT COUNCIL HELD IN THE COUNCIL CHAMBER, COUNCIL OFFICES, CORKS LANE, HADLEIGH ON TUESDAY, 23 FEBRUARY 2016

PRESENT: Nick Ridley – Chairman

Clive Arthey	Bryn Hurren
Sue Ayres	Jennie Jenkins
Melanie Barrett	Richard Kemp
Simon Barrett	Frank Lawrenson
Peter Beer	James Long
Peter Burgoyne	Margaret Maybury
Sue Burgoyne	Alastair McCraw
Tom Burrows	Mark Newman
Dave Busby	John Nunn
Tina Campbell	Adrian Osborne
Michael Creffield	Jan Osborne
Derek Davis	Lee Parker
Siân Dawson	Peter Patrick
Alan Ferguson	Stephen Plumb
Barry Gasper	David Rose
Kathryn Grandon	William Shropshire
John Hinton	Ray Smith
David Holland	Fenella Swan
Michael Holt	Stephen Williams

The following Members were unable to be present:-

Tony Bavington, Sue Carpendale, Harriet Steer and John Ward

75 PUBLIC PARTICIPATION SESSION

There were no questions or statements from the public.

76 MINUTES

RESOLVED

That the Minutes of the meeting held on [20 January 2016](#) be confirmed and signed as a correct record.

77 DECLARATION OF INTERESTS

None declared.

78 CHAIRMAN'S ANNOUNCEMENTS

Events Attended

The Chairman of the Council referred to [Paper R101](#) outlining recent events attended by the Chairman and Vice-Chairman.

79 PETITIONS

None received.

80 RECOMMENDATIONS AND REPORTS FROM COMMITTEES

(a) Joint Treasury Management Strategy 2016/17 (Joint Audit and Standards Committee - 22 January and Strategy Committee - 4 February 2016)

Members had before them [Paper JAC65R](#) (as amended) from the Head of Corporate Resources. Members were advised that there had been a change in the reserves figures as a result of the final Local Government Finance settlement which was notified after the Joint Committee's recommendations were considered by the Strategy Committee. The changes were highlighted in yellow in Paper JAC65R (as amended).

Jennie Jenkins, Chairman of the Strategy Committee introduced the Committee's recommendations.

RESOLVED

(1) That the key factors and information relating to and affecting treasury management activities set out in Appendices A and B to Paper JAC65R be noted.

(2) That the following be approved:

(a) The Treasury Management Policy Statement set out in Appendix C to Paper JAC65R.

(b) The Treasury Management Strategy for 2016/17, incorporating the proposed changes referred to in sections 10.15 and 10.16 of the report and including the Annual Investment Strategy as set out in Appendix D to Paper JAC65R.

(c) The Prudential Indicators and Minimum Revenue Provision Statement set out in Appendices G and H to Paper JAC65R.

(b) Joint Strategic Plan Refresh 2016-2020 (Strategy Committee – 4 February 2016)

Jennie Jenkins, Chairman of the Strategy Committee, introduced the Committee's recommendation to approve the 'Plan on a Page' document appended to [Paper R89](#).

Members of Management Board answered Members' questions regarding the report.

RESOLVED

That the Babergh District Council and Mid Suffolk District Council Joint Strategic Plan Refresh 2016-2020 ‘Plan on a Page’ (Appendix A to Paper R89) be approved.

81 JOINT MEDIUM TERM FINANCIAL STRATEGY AND 2016/17 BUDGET

Jennie Jenkins, Chairman of the Strategy Committee and Portfolio Holder for Finance and Resources [Paper R102](#) from the Heads of Corporate Resources and Housing, which incorporated the Committee’s recommendations together with updated information and additional recommendations related to the Budget. Members were advised that the Shimpling parish precept shown in Appendix 1 to the report was now confirmed.

Members were aware that, in accordance with Council Procedure Rule No 23.3 and the requirements of the relevant legislation, the decision on the Budget would be the subject of a recorded vote.

Recommendations 2.1 to 2.12 of Paper R102 were proposed and seconded, following which the Chairman opened the debate.

The Head of Corporate Resources answered Members’ questions regarding the report.

The result of the recorded vote was as follows:-

<u>For the Motion</u>	<u>Against the Motion</u>	<u>Abstentions</u>
Clive Arthey	Peter Beer	Barry Gasper
Sue Ayres		
Melanie Barrett		
Simon Barrett		
Peter Burgoyne		
Sue Burgoyne		
Tom Burrows		
Dave Busby		
Tina Campbell		
Michael Creffield		
Derek Davis		
Siân Dawson		
Alan Ferguson		
Kathryn Grandon		
John Hinton		
David Holland		
Michael Holt		
Bryn Hurren		
Jennie Jenkins		
Richard Kemp		
Frank Lawrenson		
James Long		
Margaret Maybury		
Alastair McCraw		
Mark Newman		

For the Motion

Against the Motion

Abstentions

John Nunn
Adrian Osborne
Jan Osborne
Lee Parker
Peter Patrick
Stephen Plumb
Nick Ridley
David Rose
William Shropshire
Ray Smith
Fenella Swan
Stephen Williams

The result of the recorded vote was 37 Members in favour of the recommendations with 1 Member against, and 1 abstention.

RESOLVED

- (1) That the Joint Medium Term Financial Strategy (MTFS) and Budget proposals set out in Paper R102 be approved.**
- (2) That the final General Fund Budget for 2016/17 be based on an increase to Band D council tax of £5 to £148.86. This would be an increase of 9.6p per week or 3.5%.**
- (3) That the Housing Revenue Account (HRA) Investment Strategy 2016/17 to 2020/21 and HRA Budget for 2016/17 be agreed.**
- (4) That the mandatory decrease of 1% in Council House rents, equivalent to an average rent reduction of £0.92 a week as required by the Welfare Reform and Work Bill be implemented.**
- (5) That an action plan be developed by the Head of Housing in consultation with the Tenants Forum, Joint Housing Board and elected Members to mitigate the impact of the legislative changes on the HRA and the strategic priorities.**
- (6) That garage rents be increased by 10% to provide additional income to the HRA (an increase of 76 pence per week).**
- (7) That accommodation related service charges for sheltered tenants be increased by an average increase of £4.87 per week, including a cap of £2 per week on net charges increases for sheltered tenants.**
- (8) That utility charges for sheltered tenants be reduced by 20%, representing an average reduction of £2.68 per week.**
- (9) That in principle, Right to Buy receipts should be retained to enable continued development and acquisition of new council dwellings.**
- (10) That the revised HRA Business Plan in Appendix B to Paper R102 be noted.**

- (11) That the capital programme in Appendix C to Paper R102 be agreed.
- (12) That the following recommendations related to the Budget be approved;
- (a) The 2016/17 Precept dates shown on page 63 of Appendix I to Paper R102.
- (b) The statement from the Chief Financial Officer under section 25 of the Local Government Act 2003 covering the robustness of estimates and adequacy of reserves set out in Appendix H to Paper R102 and the minimum safe contingency level of unearmarked reserves is £1.15m.
- (c) The 2016/17 Budget and Council Tax resolutions in Appendix I to Paper R102, as detailed in Resolutions 13 to 19 below.
- (13) That it be noted that it is a requirement for the billing authority to calculate a council tax requirement for the year as opposed to its budget requirement.
- (14) That it be noted that the Council, as delegated to the Section 151 Officer, calculated the taxbase:
- a) for the whole Council area as 32,020.03 and,
- b) for dwellings in those parts of its area to which a Parish precept relates as set out in the Table on pages 7 and 8 of these minutes.
- (15) That the council tax requirement for the Council's own purposes for 2016/17 (excluding Parish precepts) is £4,766,502
- (16) That the following amounts be calculated for the year 2016/17 in accordance with Sections 31 to 36 of the Act:

a)	£56,146,738	Being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(2) of the Act taking into account all precepts issued to it by Parish Councils (gross expenditure)
b)	£48,989,956	Being the aggregate of the amounts which the Council estimates for items set out in Section 31A(3) of the Act (gross income)
c)	£7,189,669	Being the amount by which the aggregate at 16(a) above exceeds the aggregate at 16(b) above, calculated by the Council, in accordance with Section 31A(4) of the Act, as its council tax requirement for the year. (Item R in the formula in Section 31A(4) of the Act) (net expenditure)
d)	£224.54	Being the amount at 16(c) above (item R) all divided by item T (14(a) above), calculated by the Council, in accordance with Section 31B(1) of the Act, as the basic amount of its council tax for the year (including Parish precepts) (average council tax)

e)	£2,423,167	Being the aggregate amount of all special items (Parish precepts) referred to in Section 34(1) of the Act (as set out in Appendix I)
f)	£148.86	Being the amount at 16(d) above less the result given by dividing the amount at 16(e) above by item T (14(a) above) calculated by the Council, in accordance with Section 34(2) of the Act, as the basic amount of its council tax for the year for dwellings in those parts of its area to which no Parish precept relates (basic council tax)

- (17) That it be noted that Suffolk County Council and the Police and Crime Commissioner have issued precepts to the Council in accordance with section 40 of the Local Government Finance Act 1992 for each category of dwellings in the Council's area as indicated in the table below.

	Suffolk County Council	Police and Crime Commissioner	Babergh District Council	Aggregated Council Tax requirement
Valuation Bands	£	£	£	£
A	766.02	115.62	99.24	980.88
B	893.69	134.89	115.78	1,144.36
C	1,021.36	154.16	132.32	1,307.84
D	1,149.03	173.43	148.86	1,471.32
E	1,404.37	211.97	181.94	1,798.28
F	1,659.71	250.51	215.02	2,125.24
G	1,915.05	289.05	248.10	2,452.20
H	2,298.06	346.86	297.72	2,942.64

- (18) That the Council in accordance with Sections 30 and 36 of the Local Government Finance Act 1992, hereby sets the aggregate amounts shown in the table above and further in Appendix I to Paper R102 as the amounts of council tax for 2016/17 for each part of its area and for each of the categories of dwellings, as set out on pages 9 and 10 of these minutes.
- (19) That the Town and Parish Council Precepts for 2016/17 as detailed further in Appendix I to Paper R102 and totalling £2,423,167 be approved. The increase in the average Band D for Town and Parish Councils is 0.2% and results in an average Band D council tax figure of £75.68 for 2016/17.

TAX BASE, PRECEPTS AND COUNCIL TAX BAND D FOR PARISHES

Parish	2015/16 Parish Precept	Tax Base	Council Tax Band D	2016/17 Parish Precept	Tax Base	Council Tax Band D	Increase / Decrease (-)
	£		£	£		£	£
Acton	45,645.17	608.96	74.96	44,822.58	612.98	73.12	-1.83
Aldham	1,100.00	82.07	13.40	1,144.00	82.54	13.86	0.46
Alpheton	2,847.00	108.22	26.31	2,989.00	107.24	27.87	1.56
Erwarton	-	54.68	-	-	54.14	-	0.00
Assington	7,646.64	173.59	44.05	7,568.00	171.81	44.05	-0.00
Belstead	7,000.00	86.90	80.55	7,000.00	86.88	80.57	0.02
Bentley	14,000.00	321.41	43.56	14,000.00	322.10	43.46	-0.09
Bildeston	18,400.00	353.10	52.11	19,625.00	359.70	54.56	2.45
Boxford	33,119.00	489.63	67.64	33,847.00	495.42	68.32	0.68
Boxted	400.00	52.79	7.58	400.00	55.84	7.16	-0.41
Brantham	42,000.00	847.63	49.55	43,260.00	855.78	50.55	1.00
Brent Eleigh	2,000.00	82.05	24.38	2,000.00	82.36	24.28	-0.09
Brettenham	4,150.00	117.53	35.31	4,150.00	120.17	34.53	-0.78
Bures St Mary	26,435.00	399.58	66.16	26,435.00	405.99	65.11	-1.04
Burstall	4,369.00	91.30	47.85	4,456.00	93.25	47.79	-0.07
Capel St Mary	80,075.00	1,111.74	72.03	81,002.00	1,114.08	72.71	0.68
Chattisham	1,500.63	81.95	18.31	1,512.68	82.10	18.42	0.11
Chelmondiston	24,430.00	392.90	62.18	24,430.00	398.14	61.36	-0.82
Chelsworth	900.00	83.37	10.80	900.00	84.82	10.61	-0.18
Chilton	7,658.15	146.12	52.41	7,579.00	144.61	52.41	-0.00
Cockfield	25,000.00	371.35	67.32	32,000.00	368.46	86.85	19.53
Copdock & Washbrook	22,887.00	417.67	54.80	23,333.30	420.80	55.45	0.65
East Bergholt	97,500.00	1,091.42	89.33	85,000.00	1,103.70	77.01	-12.32
Edwardstone	5,625.00	164.63	34.17	5,625.00	164.97	34.10	-0.07
Elmsett	9,500.00	298.48	31.83	9,700.00	306.65	31.63	-0.20
Freston	800.00	53.47	14.96	800.00	55.05	14.53	-0.43
Glemsford	88,755.00	1,161.61	76.41	90,441.00	1,212.64	74.58	-1.82
Great Comard	190,338.00	2,568.32	74.11	197,639.00	2,614.62	75.59	1.48
Great Waldingfield	43,891.79	586.24	74.87	45,060.00	601.82	74.87	0.00
Great Wenham	-	56.47	-	-	56.36	-	0.00
Groton	4,149.00	123.58	33.57	4,149.00	125.19	33.14	-0.43
Hadleigh	303,044.00	2,789.43	108.64	294,364.00	2,784.30	105.72	-2.92
Harkstead	2,500.00	111.98	22.33	2,500.00	111.95	22.33	0.01
Hartest	10,390.00	224.63	46.25	10,589.00	224.47	47.17	0.92
Higham	-	75.97	-	-	72.97	-	0.00
Hintlesham	4,249.37	232.06	18.31	4,352.32	236.22	18.42	0.11
Hitcham	6,300.00	287.40	21.92	6,550.00	291.48	22.47	0.55
Holbrook	22,000.00	614.21	35.82	24,000.00	638.91	37.56	1.75
Holton St Mary	4,590.00	97.26	47.19	4,590.00	96.96	47.34	0.15
Kersey	6,700.00	180.31	37.16	6,786.00	181.25	37.44	0.28
Kettlebaston	1,000.00	36.39	27.48	1,050.00	36.57	28.71	1.23
Lavenham	68,000.00	850.48	79.95	68,000.00	843.76	80.59	0.64
Lawshall	7,261.00	359.69	20.19	7,624.00	360.46	21.15	0.96
Layham	8,500.00	235.65	36.07	10,000.00	240.04	41.66	5.59
Leavenheath	19,200.00	588.83	32.61	19,084.00	585.21	32.61	0.00
Lindsey	2,115.00	82.80	25.54	2,221.00	83.93	26.46	0.92
Little Comard	4,393.06	138.19	31.79	5,000.00	143.23	34.91	3.12
Little Waldingfield	6,691.00	142.91	46.82	8,000.00	145.75	54.89	8.07
Little Wenham	-	21.27	-	-	20.62	-	0.00

Parish	2015/16 Parish Precept	Tax Base	Council Tax Band D	2016/17 Parish Precept	Tax Base	Council Tax Band D	Increase / Decrease (-)
	£		£	£		£	£
Long Melford	117,494.00	1,367.89	85.89	119,843.88	1,380.04	86.84	0.95
Milden	889.37	53.26	16.70	907.15	54.93	16.51	-0.18
Monks Eleigh	16,714.00	240.65	69.45	17,621.00	238.87	73.77	4.31
Nayland with Wissington	32,140.00	509.40	63.09	32,646.00	509.77	64.04	0.95
Nedging with Naughton	4,650.00	156.05	29.80	4,650.00	162.89	28.55	-1.25
Newton	9,282.64	203.21	45.68	9,380.00	205.36	45.68	-0.00
Pinewood	132,646.49	1,396.72	94.97	135,081.79	1,408.28	95.92	0.95
Polstead	17,891.10	373.12	47.95	18,210.00	379.77	47.95	0.00
Preston St Mary	4,000.00	94.39	42.38	4,300.00	95.01	45.26	2.88
Raydon	12,000.00	205.14	58.50	15,400.00	204.24	75.40	16.90
Semer	800.00	66.98	11.94	800.00	65.81	12.16	0.21
Shelley	-	30.07	-	-	31.07	-	0.00
Shimpling	6,762.60	184.60	36.63	6,762.60	184.02	36.75	0.12
Shotley	54,727.00	707.47	77.36	55,955.00	721.51	77.55	0.20
Somerton	420.00	40.08	10.48	420.00	40.32	10.42	-0.06
Sproughton	49,573.00	536.13	92.46	49,110.00	544.48	90.20	-2.27
Stanstead	8,000.00	145.88	54.84	8,160.00	146.74	55.61	0.77
Stoke by Nayland	11,246.00	288.73	38.95	11,750.00	294.72	39.87	0.92
Stratford St Mary	15,500.00	313.51	49.44	15,800.00	313.16	50.45	1.01
Stutton	11,600.00	326.25	35.56	11,600.00	330.92	35.05	-0.50
Sudbury	574,446.00	4,047.39	141.93	588,212.00	4,144.38	141.93	0.00
Tattlingstone	8,645.00	225.42	38.35	9,180.00	222.40	41.28	2.93
Thorpe Morieux	1,800.00	108.78	16.55	1,800.00	108.88	16.53	-0.02
Wattisham	1,500.00	41.88	35.82	1,500.00	43.79	34.25	-1.56
Whatfield	3,231.00	120.24	26.87	3,231.00	121.36	26.62	-0.25
Wherstead	2,649.00	112.72	23.50	2,650.00	111.90	23.68	0.18
Woolverstone	2,619.00	97.10	26.97	2,619.00	97.12	26.97	-0.01
Total	2,390,281.01	31,641.28	75.54	2,423,167.30	32,020.03	75.68	0.13

PRECEPT FOR EACH BANDING BY PARISH

	Valuation Bands							
	A	B	C	D	E	F	G	H
Babergh District Council	99.24	115.78	132.32	148.86	181.94	215.02	248.10	297.72
Suffolk County Council	766.02	893.69	1,021.36	1,149.03	1,404.37	1,659.71	1,915.05	2,298.06
Police and Crime Commissioner	115.62	134.89	154.16	173.43	211.97	250.51	289.05	346.86
Aggregate of Council Tax Requirements	980.88	1,144.36	1,307.84	1,471.32	1,798.28	2,125.24	2,452.20	2,942.64
Parish	Total Amount of Council Tax for 2016/17							
	6/9 ths	7/9 ths	8/9 ths		11/9 ths	13/9 ths	15/9 ths	18/9 ths
	Band A £	Band B £	Band C £	Band D £	Band E £	Band F £	Band G £	Band H £
Acton	1,029.63	1,201.23	1,372.84	1,544.44	1,887.65	2,230.86	2,574.07	3,088.88
Aldham	990.12	1,155.14	1,320.16	1,485.18	1,815.22	2,145.26	2,475.30	2,970.36
Alpheton	999.46	1,166.04	1,332.61	1,499.19	1,832.34	2,165.50	2,498.65	2,998.38
Erwarton	980.88	1,144.36	1,307.84	1,471.32	1,798.28	2,125.24	2,452.20	2,942.64
Assington	1,010.25	1,178.62	1,347.00	1,515.37	1,852.12	2,188.87	2,525.62	3,030.74
Belstead	1,034.59	1,207.03	1,379.46	1,551.89	1,896.75	2,241.62	2,586.48	3,103.78
Bentley	1,009.85	1,178.16	1,346.47	1,514.78	1,851.40	2,188.02	2,524.63	3,029.56
Bildeston	1,017.25	1,186.80	1,356.34	1,525.88	1,864.96	2,204.05	2,543.13	3,051.76
Boxford	1,026.43	1,197.50	1,368.57	1,539.64	1,881.78	2,223.92	2,566.07	3,079.28
Boxted	985.65	1,149.93	1,314.20	1,478.48	1,807.03	2,135.58	2,464.13	2,956.96
Brantham	1,014.58	1,183.68	1,352.77	1,521.87	1,860.06	2,198.26	2,536.45	3,043.74
Brent Eleigh	997.07	1,163.24	1,329.42	1,495.60	1,827.96	2,160.31	2,492.67	2,991.20
Brettenham	1,003.90	1,171.22	1,338.53	1,505.85	1,840.48	2,175.12	2,509.75	3,011.70
Bures St Mary	1,024.29	1,195.00	1,365.72	1,536.43	1,877.86	2,219.29	2,560.72	3,072.86
Burstall	1,012.74	1,181.53	1,350.32	1,519.11	1,856.69	2,194.27	2,531.85	3,038.22
Capel St Mary	1,029.35	1,200.91	1,372.47	1,544.03	1,887.15	2,230.27	2,573.38	3,088.06
Chattisham	993.16	1,158.69	1,324.21	1,489.74	1,820.79	2,151.85	2,482.90	2,979.48
Chelmondiston	1,021.79	1,192.08	1,362.38	1,532.68	1,873.28	2,213.87	2,554.47	3,065.36
Chelsworth	987.95	1,152.61	1,317.27	1,481.93	1,811.25	2,140.57	2,469.88	2,963.86
Chilton	1,015.82	1,185.12	1,354.43	1,523.73	1,862.34	2,200.94	2,539.55	3,047.46
Cockfield	1,038.78	1,211.91	1,385.04	1,558.17	1,904.43	2,250.69	2,596.95	3,116.34
Copdock & Washbrook	1,017.85	1,187.49	1,357.13	1,526.77	1,866.05	2,205.33	2,544.62	3,053.54
East Bergholt	1,032.22	1,204.26	1,376.29	1,548.33	1,892.40	2,236.48	2,580.55	3,096.66
Edwardstone	1,003.61	1,170.88	1,338.15	1,505.42	1,839.96	2,174.50	2,509.03	3,010.84
Elmsett	1,001.97	1,168.96	1,335.96	1,502.95	1,836.94	2,170.93	2,504.92	3,005.90
Freston	990.57	1,155.66	1,320.76	1,485.85	1,816.04	2,146.23	2,476.42	2,971.70
Glemsford	1,030.60	1,202.37	1,374.13	1,545.90	1,889.43	2,232.97	2,576.50	3,091.80
Great Cornard	1,031.27	1,203.15	1,375.03	1,546.91	1,890.67	2,234.43	2,578.18	3,093.82
Great Waldingfield	1,030.79	1,202.59	1,374.39	1,546.19	1,889.79	2,233.39	2,576.98	3,092.38
Great Wenham	980.88	1,144.36	1,307.84	1,471.32	1,798.28	2,125.24	2,452.20	2,942.64
Groton	1,002.97	1,170.14	1,337.30	1,504.46	1,838.78	2,173.11	2,507.43	3,008.92
Hadleigh	1,051.36	1,226.59	1,401.81	1,577.04	1,927.49	2,277.95	2,628.40	3,154.08
Harkstead	995.77	1,161.73	1,327.69	1,493.65	1,825.57	2,157.49	2,489.42	2,987.30
Hartest	1,012.33	1,181.05	1,349.77	1,518.49	1,855.93	2,193.37	2,530.82	3,036.98
Higham	980.88	1,144.36	1,307.84	1,471.32	1,798.28	2,125.24	2,452.20	2,942.64
Hintlesham	993.16	1,158.69	1,324.21	1,489.74	1,820.79	2,151.85	2,482.90	2,979.48
Hitcham	995.86	1,161.84	1,327.81	1,493.79	1,825.74	2,157.70	2,489.65	2,987.58
Holbrook	1,005.92	1,173.57	1,341.23	1,508.88	1,844.19	2,179.49	2,514.80	3,017.76

	Valuation Bands							
	A	B	C	D	E	F	G	H
Babergh District Council	99.24	115.78	132.32	148.86	181.94	215.02	248.10	297.72
Suffolk County Council	766.02	893.69	1,021.36	1,149.03	1,404.37	1,659.71	1,915.05	2,298.06
Police and Crime Commissioner	115.62	134.89	154.16	173.43	211.97	250.51	289.05	346.86
Aggregate of Council Tax Requirements	980.88	1,144.36	1,307.84	1,471.32	1,798.28	2,125.24	2,452.20	2,942.64
Parish	Total Amount of Council Tax for 2016/17							
	6/9 ths	7/9 ths	8/9 ths		11/9 ths	13/9 ths	15/9 ths	18/9 ths
	Band A £	Band B £	Band C £	Band D £	Band E £	Band F £	Band G £	Band H £
Holton St Mary	1,012.44	1,181.18	1,349.92	1,518.66	1,856.14	2,193.62	2,531.10	3,037.32
Kersey	1,005.84	1,173.48	1,341.12	1,508.76	1,844.04	2,179.32	2,514.60	3,017.52
Kettlebaston	1,000.02	1,166.69	1,333.36	1,500.03	1,833.37	2,166.71	2,500.05	3,000.06
Lavenham	1,034.61	1,207.04	1,379.48	1,551.91	1,896.78	2,241.65	2,586.52	3,103.82
Lawshall	994.98	1,160.81	1,326.64	1,492.47	1,824.13	2,155.79	2,487.45	2,984.94
Layham	1,008.65	1,176.76	1,344.87	1,512.98	1,849.20	2,185.42	2,521.63	3,025.96
Leavenheath	1,002.62	1,169.72	1,336.83	1,503.93	1,838.14	2,172.34	2,506.55	3,007.86
Lindsey	998.52	1,164.94	1,331.36	1,497.78	1,830.62	2,163.46	2,496.30	2,995.56
Little Cornard	1,004.15	1,171.51	1,338.87	1,506.23	1,840.95	2,175.67	2,510.38	3,012.46
Little Waldingfield	1,017.47	1,187.05	1,356.63	1,526.21	1,865.37	2,204.53	2,543.68	3,052.42
Little Wenham	980.88	1,144.36	1,307.84	1,471.32	1,798.28	2,125.24	2,452.20	2,942.64
Long Melford	1,038.77	1,211.90	1,385.03	1,558.16	1,904.42	2,250.68	2,596.93	3,116.32
Milden	991.89	1,157.20	1,322.52	1,487.83	1,818.46	2,149.09	2,479.72	2,975.66
Monks Eleigh	1,030.06	1,201.74	1,373.41	1,545.09	1,888.44	2,231.80	2,575.15	3,090.18
Nayland with Wissington	1,023.57	1,194.17	1,364.76	1,535.36	1,876.55	2,217.74	2,558.93	3,070.72
Nedging with Naughton	999.91	1,166.57	1,333.22	1,499.87	1,833.17	2,166.48	2,499.78	2,999.74
Newton	1,011.33	1,179.89	1,348.44	1,517.00	1,854.11	2,191.22	2,528.33	3,034.00
Pinewood	1,044.83	1,218.96	1,393.10	1,567.24	1,915.52	2,263.79	2,612.07	3,134.48
Polstead	1,012.85	1,181.65	1,350.46	1,519.27	1,856.89	2,194.50	2,532.12	3,038.54
Preston St Mary	1,011.05	1,179.56	1,348.07	1,516.58	1,853.60	2,190.62	2,527.63	3,033.16
Raydon	1,031.15	1,203.00	1,374.86	1,546.72	1,890.44	2,234.15	2,577.87	3,093.44
Semer	988.99	1,153.82	1,318.65	1,483.48	1,813.14	2,142.80	2,472.47	2,966.96
Shelley	980.88	1,144.36	1,307.84	1,471.32	1,798.28	2,125.24	2,452.20	2,942.64
Shimpling	1,005.38	1,172.94	1,340.51	1,508.07	1,843.20	2,178.32	2,513.45	3,016.14
Shotley	1,032.58	1,204.68	1,376.77	1,548.87	1,893.06	2,237.26	2,581.45	3,097.74
Somerton	987.83	1,152.46	1,317.10	1,481.74	1,811.02	2,140.29	2,469.57	2,963.48
Sproughton	1,041.01	1,214.52	1,388.02	1,561.52	1,908.52	2,255.53	2,602.53	3,123.04
Stanstead	1,017.95	1,187.61	1,357.27	1,526.93	1,866.25	2,205.57	2,544.88	3,053.86
Stoke by Nayland	1,007.46	1,175.37	1,343.28	1,511.19	1,847.01	2,182.83	2,518.65	3,022.38
Stratford St Mary	1,014.51	1,183.60	1,352.68	1,521.77	1,859.94	2,198.11	2,536.28	3,043.54
Stutton	1,004.25	1,171.62	1,339.00	1,506.37	1,841.12	2,175.87	2,510.62	3,012.74
Sudbury	1,075.50	1,254.75	1,434.00	1,613.25	1,971.75	2,330.25	2,688.75	3,226.50
Tattingstone	1,008.40	1,176.47	1,344.53	1,512.60	1,848.73	2,184.87	2,521.00	3,025.20
Thorpe Morieux	991.90	1,157.22	1,322.53	1,487.85	1,818.48	2,149.12	2,479.75	2,975.70
Wattisham	1,003.71	1,171.00	1,338.28	1,505.57	1,840.14	2,174.71	2,509.28	3,011.14
Whatfield	998.63	1,165.06	1,331.50	1,497.94	1,830.82	2,163.69	2,496.57	2,995.88
Wherstead	996.67	1,162.78	1,328.89	1,495.00	1,827.22	2,159.44	2,491.67	2,990.00
Woolverstone	998.86	1,165.34	1,331.81	1,498.29	1,831.24	2,164.20	2,497.15	2,996.58

82 QUESTIONS FROM THE PUBLIC

None received.

83 QUESTIONS FROM MEMBERS

Question from Councillor Dave Busby to the Chairman of Planning Committee

Given the reversal of the original Wolsey Grange planning decision, when a doubling of housing units and a diametrically opposite acceptance of employment were approved despite the core strategy specifically stating that “an extension in size or intensification of retail uses in the Babergh Ipswich Fringe adjacent to the A14/A12/A1214 will not be supported”, what’s the point of having a Local Plan, a Core Strategy and a National Planning Policy Framework if they are to be ignored?

Answer

As the Member is aware, I was not in attendance at the Committee on 10 February 2016. However, it is clear that the Local Plan, Core Strategy and National Planning Policy Framework were not ignored. Given that Cllr Busby's question suggests otherwise, I have now arranged for all Councillors to receive a written briefing on the relevant policy context for this decision.

Supplementary Question

How can Philip Isbell justify saying that a Costa Coffee outlet, pubs, fast food outlets and restaurants aren't an extension or intensification of retail uses when the definition of retail is the sale of goods to customers for their own use and not for resale?

Answer

As indicated to the Member I was not at the meeting and therefore I will make sure the written briefing covers his supplementary question.

84 PAY POLICY STATEMENT 2016/17

The Chairman of the Council introduced [Paper R103](#) recommending the adoption of the Pay Policy Statement for 2016/17 for both Babergh and Mid Suffolk District Councils which had been seen and commented upon by Wragge Law, the Council's employment law advisors.

RESOLVED

That the Pay Policy Statement for 2016/17 attached as Appendix 1 to Paper R103 be approved.

The business of the meeting was concluded at 6.30 pm.

.....
Chairman

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				S1
CHAIRMAN'S ANNOUNCEMENTS - ANNUAL COUNCIL ON 26 APRIL 2016				
EVENT	LOCATION	DATE	CHAIRMAN	VICE CHAIR
MARCH 2016				
Funeral of Councillor David Bimson, Chairman of Forest Heath District Council	St Peter's Church, Brandon	04-Mar		✓
Sudbury Festival of Performing Arts Concert	Ormiston Academy, Sudbury	13-Mar		✓
High Sherrif of Suffolk - Choral Evensong for Her Majesty's Courts of Justice	St Edmundsbury Cathedral, Bury St Edmunds	13-Mar	✓	
High Sheriffs Awards Ceremony	Museum of East Anglian Life, Stowmarket	31-Mar	✓	
APRIL 2016				
Suffolk Coastal Chairman's DC Civic Reception	Bruisyard Hall, Saxmundham	12-Apr	✓	
Tendring Chairman's Civic Supper	Village Hall, Parsons Hill, Great Bromley	15-Apr		✓
Babergh & Mid Suffolk Community Achievement Awards Evening	Wherstead Park, Ipswich	21-Apr	✓	

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BABERGH DISTRICT COUNCIL

From: Interim Head of Democratic Services	Report Number: S2
To: Annual Council	Date of Meeting: 26 April 2016

POLITICAL BALANCE AND COMPOSITION OF COMMITTEES AND JOINT COMMITTEES

1. Purpose of Report

Under the provisions of the Local Government and Housing Act 1989, a Local Authority is under a duty to review the allocation of seats to Political Groups at every annual meeting or as soon as practicable after that meeting. In addition, the composition of Committees must be approved at Annual Council each year.

2. Recommendations

- 2.1 That the Committees' size and numerical allocation of seats be approved as detailed in Appendix 1 to this report.
- 2.2 That Committee seats be allocated as set out in Appendix 2 to this report.

3. Financial Implications

- 3.1 None.

4. Legal Implications

The approval of the recommendations will ensure compliance with the Local Government and Housing Act 1989 and the Local Government (Committees and Political Groups) Regulations.

5. Risk Management

- 5.1 This report is most closely linked with the Council's Significant Business Risk No. 1 – Political and Managerial Leadership. Key risks are set out below.

Risk Description	Likelihood	Impact	Mitigation Measures
Members not appointed and Committee not quorate	Very low	Critical	Discussions already held with Group Leaders

6. Consultations

- 5.1 Consultations have been undertaken with Group Leaders and other relevant Members.

7. Equality Analysis

- 7.1 Good governance, democratic, sound and transparent decision-making should enable potential inequalities to become apparent and should therefore be more obviously addressed.

8. Shared Service/Partnership Implications

- 8.1 There are no shared service implications.

9. Implications for the Joint Strategic Plan

Good governance, democratic, sound and transparent decision-making will ensure that the Joint Strategic Plan is delivered in an optimum fashion.

10. Key Information

- 10.1 Under the provisions of the Local Government and Housing Act 1989 where a local authority is grouped for Committee composition purposes, the Authority is required to make arrangements to ensure that its Committees share the same political balance as the full Council.

- 10.2 The Local Government (Committees and Political Groups) Regulations 1990 allow ungrouped members to receive committee seats if any are left over once allocations have been made to the political groups in proportion to their membership of the authority. The political groups of Babergh make up 100% of the Council and therefore all of the politically balanced Committee seats go to political groups.

- 10.3 The current Committee structure has 53 available seats which go to political groups.

- 10.4 A separate report on the composition of the Babergh and Mid Suffolk Joint Standards Board appears elsewhere on the agenda.

- 10.5 The first step, therefore, is for the Council to approve the numerical allocation of Committee seats, and the calculation in accordance with the provisions of the Local Government and Housing Act 1989 is shown in Appendix 1 to this report. The calculation provides for 53 Committee seats to the various groups as follows:-

Conservative	-	38 seats
Independent and Labour	-	11 seats
Liberal Democrat	-	4 seats

- 10.6 Members of the Regulatory Committee automatically serve on the Licensing Act 2003 Committee.

- 10.7 Members of the Joint Scrutiny Committee automatically serve on the Babergh Scrutiny Committee.

- 10.8 Members of the Joint Audit and Standards Committee automatically serve on the Babergh Audit Committee.

- 10.9 Discussions are on-going with Group Leaders on the allocation of seats and the current situation is reflected in Appendix 2. Any further updates will be provided at the meeting.

11. Appendices

Title	Location
Appendix 1 – Size of Committee and numerical allocation	Attached
Appendix 2 – Composition of Committees	Attached

12. Background Documents

None.

Jeanette McGarry
Interim Head of Democratic Services

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APPENDIX 1

COMMITTEES	NO. OF SEATS	INDEPENDENT & LABOUR (9 MEMBERS)		CONSERVATIVE (31 MEMBERS)		LIB/DEM (3 MEMBERS)	
STRATEGY	10	2.09	2	7.2	7	0.7	1
JOINT SCRUTINY	8	1.67	1	5.77	6	0.56	1
JOINT AUDIT AND STANDARDS	8	1.67	2	5.77	6	0.56	0
PLANNING	14	2.93	3	10.09	10	0.98	1
REGULATORY	10	2.09	2	7.21	7	0.7	1
JOINT APPOINTMENTS	3	0.63	1	2.16	2	0.21	0
TOTAL TARGET	53	11.09	11	38.21	38	3.7	4

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COMPOSITION OF COMMITTEES**STRATEGY COMMITTEE (10)****BABERGH**

Clive Arthey
 Simon Barrett
 Sue Carpendale
 Alan Ferguson
 David Holland

MID

Jennie Jenkins
 Richard Kemp
 Frank Lawrenson
 Jan Osborne
 Peter Patrick

JOINT SCRUTINY COMMITTEE (8)

Peter Burgoyne
 Barry Gasper
 Kathryn Grandon
 Bryn Hurren

J Caston
 E Gibson-Harries
 L Hadingham
 L Mayes
 D Osborne
 K Welsby

JOINT AUDIT AND STANDARDS COMMITTEE (8)

Tony Bavington
 Michael Creffield
 John Hinton
 David Rose

J Field
 L Hadingham
 J Matthissen
 L Mayes
 S Morley
 D Muller
 K Welsby
 J Willshaw

PLANNING COMMITTEE (14)

Sue Ayres
 Melanie Barrett
 Peter Beer
 Sue Burgoyne
 David Busby
 Tina Campbell
 Derek Davis

Michael Holt
 Adrian Osborne
 Lee Parker
 Stephen Plumb
 Nick Ridley
 David Rose
 Ray Smith

REGULATORY COMMITTEE (10)

Tom Burrows
 Tina Campbell
 Sue Carpendale
 Sian Dawson
 Kathryn Grandon

Richard Kemp
 Margaret Maybury
 Alastair McCraw
 Nick Ridley
 Ray Smith

JOINT APPOINTMENTS COMMITTEE (3)

Simon Barrett
James Long
Jennie Jenkins

N Gowrley
G Horn
A Stringer

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From: Interim Head of Democratic Services	Report Number: S3
To: Annual Council	Date of meeting: 26 April 2016

APPOINTMENT OF MEMBERS TO JOINT GROUPS

1. Purpose of Report

- 1.1 To appoint Members to serve on the Council's Joint Bodies, which are not subject to Local Government Act 1972 rules.

2. Recommendations

- | |
|--|
| 2.1 That the political representative calculations for the bodies referred to in Paragraph 8.2 as contained in Appendix 1 be approved. |
| 2.2 That the membership of the groups as detailed in Appendix 2 be approved. |

3. Financial Implications

- 3.1 None.

4. Legal Implications

- 4.1 None.

5. Risk Management

- 5.1 This report is most closely linked with the Council's Corporate/Significant Business Risk No. 1 (Political and Managerial Leadership). Key risks are set out below:

Risk Description	Likelihood	Impact	Mitigation Measures
Members not appointed and Groups unable to function	Very low	High	Discussions already held with Group Leaders

6. Consultations

- 6.1 Consultations have been undertaken with the Group Leaders.

7. Equality Analysis

- 7.1 Partnership working will help us all to make best use of limited and scarce resources so that we best meet the needs of our communities.

8. Shared Service/Partnership Implications

- 8.1 The bodies identified in Appendix 2 attached have been approved by both Mid Suffolk District Council and Babergh District Council at the Council meetings held in March 2014.

9. Implications for the Joint Strategic Plan

The work of the Joint Bodies will further engage our partners so that they may influence and help to implement of the Joint Strategic Plan.

10. Key Information

- 10.1 The Council meeting on 25 March 2014 agreed to a revised Babergh and Mid Suffolk Committee Structure.

- 10.2 Included in this structure were the following bodies, which are not subject to the Local Government Act 1972 Committee rules:-

Name	Number
JMIB	5
Joint Housing Board	3 *
Joint Staff Consultation Committee	3
Joint Health and Safety Committee	4
	<u>15</u>

* Appointed for term of office.

- 10.3 The Local Government Act 1972 states that where a Local Authority is grouped for Committee composition purposes, the Authority is required to make arrangements to ensure that its Committees share the same political balance as the full Council.

- 10.4 The bodies referred to in 8.2 above fall outside the Local Government Act 1972 rules but there is general acceptance that the total amount of seats should be politically representative. The calculations for these seats are shown in Appendix 1 attached.

- 10.5 The Political Group Leaders have been requested to provide names to serve on these bodies. For completeness Members serving on the Shared Revenues Partnership are also shown in Appendix 2. However, as this Group also includes Ipswich Borough Council it does not form part of the calculations shown in Appendix 1.

11. Appendices

Title	Location
Appendix 1 – Calculations	Attached
Appendix 2 – Proposed Membership	Attached

12. Background Documents

- 12.1 None.

Jeanette McGarry

Interim Head of Democratic Services

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Email: Jeanette.mcgarry@baberghmidsuffolk.gov.uk

OTHER JOINT GROUPS

BDC CALCULATIONS				
TOTAL SEATS	PARTY	%	15 SEATS TO BE ALLOCATED	ROUND UP/DOWN
31	CONS	72.09	10.81	11
9	IND/LAB	20.93	3.14	3
3	LIB/DEM	6.98	1.05	1
43		100.00	15.00	15

* Rounded up as largest remainder

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Joint Member Integration Board (5)

Clive Arthey
Simon Barrett
Sue Carpendale
Jennie Jenkins
Peter Patrick

Joint Housing Board* (3)

Tony Bavington
Jennie Jenkins
Jan Osborne

Joint Staff Consultation Committee (3)

Siân Dawson
Alastair McCraw
Nick Ridley

Joint Health and Safety Committee (4)

Michael Holt
Margaret Maybury
Jan Osborne
Nick Ridley

Shared Revenues Partnership Committee ** (2)

Simon Barrett
Alan Ferguson

Substitutes:
Peter Burgoyne
Margaret Maybury

* **Appointed for term of office**

** **Also includes Ipswich Borough Council**

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BABERGH DISTRICT COUNCIL

From: Interim Head of Democratic Services	Report Number: S4
To: Babergh District Council	Date of meeting: 26 April 2016

APPOINTMENTS TO OUTSIDE BODIES FOR 2016/2017

1. Purpose of Report

- 1.1 To consider appointments to Outside Bodies for 2016/2017 as outlined in Appendix A.
- 1.2 To agree that an annual review of appointments takes place, as set out in paragraph 10.12.

2. Recommendations

- | |
|---|
| 2.1 That Councillors be appointed to the Outside Bodies detailed in Appendix A. |
| 2.2 That an annual review of appointments takes place. |

3. Financial Implications

- 3.1 Councillors appointed to Outside Bodies are able to claim expenses in accordance with the Council's Members Allowance Scheme.

4. Legal Implications

- 4.1 Appointments to Outside Bodies may be made under the general power in Section 2 of the Local Government Act 2000 - to do anything which is likely to promote the economic, social or environmental wellbeing of the area, unless specifically prohibited.

5. Risk Management

- 5.1 This report is most closely linked with the Council's Corporate/Significant Business Risk No. 1 (Political and Managerial Leadership). Key risks are set out below:

Risk Description	Likelihood	Impact	Mitigation Measures
Members not appointed and therefore not able to represent the Council's strategic priorities on Outside Bodies	Low	Medium/High	Members appointed to Outside Bodies to provide an Annual Report to the relevant committee and to discuss key issues with their Group Leader on a regular basis.

6. Consultations

- 6.1 Consultations have been undertaken with the Council Leader and Portfolio Holders.

7. Equality Analysis

- 7.1 The Outside Bodies represent the diverse range of communities across the District. This will be continuously reviewed by officers to ensure that the range of Bodies continues to be diverse in inclusive of our communities.

8. Shared Service / Partnership Implications

- 8.1 To support synergy between the two Councils, opportunities for joint appointments have been explored.

9. Implications for the Joint Strategic Plan

The annual review process enables the Council to review the appropriateness of the appointments in the context of the Council's Strategic Priorities and Delivery Programme.

10. Key Information

- 10.1 The Council appoints annually to a wide range of diverse Outside Bodies. The Constitutions of several of the Outside Bodies decree that the Councillor appointed to them must come from a Member of the Ruling Group on the Council, whilst others require representation from particular Wards or are political appointments. Most appointments to Outside Bodies are discretionary taking into consideration how representation on them adds value in terms of contributing towards the Council's priorities and strategic objectives.
- 10.2 Appointments to Outside Bodies may be made under the general power in Section 2 of the Local Government Act 2000 - to do anything which is likely to promote the economic, social or environmental wellbeing of the area, unless specifically prohibited.
- 10.3 There is an obligation imposed upon the Council to appoint to a number of the Outside Bodies either because it is a statutory requirement or a requirement of the Outside Body's Constitution.
- 10.4 The process of Council approving appointments to Outside Bodies where the role relates to a Non-Executive function of the Council is consistent with the Articles within the Constitution.
- 10.5 Appointments may also be made in accordance with specific powers or statutory duties to participate in Outside Bodies.
- 10.6 Appointment of Councillors to Outside Bodies provides support to the organisation concerned, enables Councillors to fulfil their community leadership roles and assess how the organisation fits with the Council's strategic priorities and enables appropriate monitoring of performance / budgets in line with best practice.

- 10.7 Appointments should only be made where the work of the Outside Body is relevant to the Council's strategic priorities and it either operates on a District basis rather than a Local/Parish basis or is related to the Council's role in the wider context, for example as a Member of the Local Government Association or a Regional grouping.
- 10.8 Appointments should only be made where they meet the criteria listed in paragraph 10.12.
- 10.9 Councillors appointed to Outside Bodies are able to work with and alongside local community groups, helping to empower them to in terms of addressing local issues and delivering sustainable solutions.
- 10.10 Appointments made to Outside Bodies should be sensitive to the need to represent as far as possible the diverse nature of the local community.
- 10.11 A Guide on Councillor Representation on Outside Bodies and Partnerships will be given to each Councillor who is a representative of the Council on an Outside Body or Partnership and their nominated substitutes.

Review process

- 10.12 A regular review of the list of Outside Bodies will help to ensure relevance and appropriateness of membership by applying basic criteria such as the following:-
- The appointment is necessary to fulfil one of the Council's statutory functions.
 - The appointment is necessary to protect the Council's investment and assets
 - There was not a significant cost and resource implication for the Council when measured against any accrued benefit.
 - The balance or risk of any detrimental impact on the Council if it were not represented.
 - The appointment raises the profile of the Council at a national or regional level.
 - The appointment furthers the Council's strategic priorities.
 - The Council works in partnership with a number of the Outside Bodies in a variety of ways, some more directly than others because of the existence of service level agreements or by holding corporate positions on organisations because of legal agreements.

11. Appendices

Title	Location
(a) Representation on Outside Bodies for 2016/2017	Attached

Jeanette McGarry
Interim Head of Democratic Services

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BABERGH DISTRICT COUNCIL
APPOINTMENT OF REPRESENTATIVES ON OUTSIDE BODIES/PARTNERSHIPS

NAME OF BODY Frequency, time and venue of meetings	NUMBER OF REPRESENTATIVES TO BE APPOINTED	NAME OF MEMBER NOMINATED
ASSOCIATION FOR SUFFOLK MUSEUMS 3 x per annum weekday a.m. at Suffolk museums	1	John Nunn
BABERGH DOMESTIC VIOLENCE AND ABUSE FORUM (COMPASSION) 6 x per annum at Sudbury/BDC Council offices	1	Margaret Maybury
COUNTY DOMESTIC VIOLENCE FORUM 4 x per annum a.m. at various locations.	1	Margaret Maybury
DEDHAM VALE AONB AND STOUR VALLEY JOINT ADVISORY COMMITTEE (JAC) 3 x per annum a.m./p.m. at Sudbury/Great Cornard	2	David Holland Peter Patrick
EAST OF ENGLAND ASSEMBLY OF LEADERS 4 per annum a.m./pm at local authority venues across the east of England	1 (Leader)	Jennie Jenkins

NAME OF BODY Frequency, time and venue of meetings	NUMBER OF REPRESENTATIVES TO BE APPOINTED	NAME OF MEMBER NOMINATED
GAINSBOROUGH'S HOUSE SOCIETY Gainsborough's House	1	Nick Ridley
GREATER IPSWICH CITY BOARD DEAL	1 (+ 1 substitute member, from MS)	Simon Barrett Sub: Gerard Brewster
GREENWAYS COUNTRYSIDE PROJECT JAC	2	Peter Burgoyne Dave Busby
HAVEN GATEWAY PARTNERSHIP 5 x per annum daytime various/locations	1 (+ substitute member)	David Holland Sub: Peter Patrick
IPSWICH AND DISTRICT CITIZENS ADVICE BUREAU 5 – 4 (evening) board meetings, 1 AGM – daytime p.m. at 19 Tower Street.	1	Bryn Hurren
IPSWICH POLICY AREA BOARD 4 x per annum p.m. Ipswich	1 (+ 1 substitute member)	Simon Barrett Sub: Alan Ferguson
LOCAL GOVERNMENT ASSOCIATION – ASSEMBLY Annual meeting LOCAL GOVERNMENT ASSOCIATION –	1 Leader	Jennie Jenkins

NAME OF BODY Frequency, time and venue of meetings	NUMBER OF REPRESENTATIVES TO BE APPOINTED	NAME OF MEMBER NOMINATED
<p style="text-align: center;">SPARSE</p> <p>3 x per annum daytime LGA London and at Rural Conference Venues, 11.30 a.m. – 3 p.m.</p>	1	Richard Kemp
<p>RAG (Responsible Authorities Group) Western Area Overarches the Western Area Crime and Disorder Reduction Partnership.</p> <p>4 x per annum a.m. at Mid Suffolk, Babergh, Forest Heath and St Eds on a rotational basis</p>	2 Voting rights	Jan Osborne Sub: Sue Burgoyne
<p style="text-align: center;">RAISING THE BAR SPONSORING GROUP</p> <p>4 x per annum late p.m. , various locations</p>	1 (+1 substitute)	Julie Flatman Sub: Sue Carpendale
<p style="text-align: center;">SOUTH SUFFOLK LEISURE TRUST BOARD</p> <p>7 x per annum late p.m Babergh Offices</p>	2	Simon Barrett and Tina Campbell
<p style="text-align: center;">SUDBURY AND DISTRICT CITIZENS ADVICE BUREAU</p> <p>5 x per annum p.m. at Belle Vue Sudbury</p>	1	Adrian Osborne
<p style="text-align: center;">SUFFOLK COAST AND HEATHS AONB JOINT ADVISORY COMMITTEE (JAC) and PARTNERSHIP</p> <p>4 per annum a.m. various locations in the AONB</p>	2 1 – JAC and Partnership 1 – JAC only NO	David Rose Derek Davis (sub and JAC only)

NAME OF BODY Frequency, time and venue of meetings	NUMBER OF REPRESENTATIVES TO BE APPOINTED	NAME OF MEMBER NOMINATED
SUFFOLK FLOOD RISK SCRUTINY SUB-COMMITTEE 2 x per annum, various locations.	1 (+ 1 substitute member)	Barry Gasper Sub: Stephen Williams
SUFFOLK HEALTH AND WELLBEING BOARD 6 x per annum – Thursdays at Ipswich or Bury St Edmunds – formal meeting a.m. followed by optional informal session p.m.	1 (+ 1 substitute member) full voting rights	Diana Kearsley as the joint member representative for 2016/2017 with Nick Ridley as substitute
SUFFOLK HEALTH SCRUTINY COMMITTEE	1 (+ 1 substitute member)	Siân Dawson Sub: Margaret Maybury
SUFFOLK JOINT EMERGENCY PLANNING POLICY PANEL 2 x per annum, Endeavour House.	1 (+1 substitute Member)	David Holland Sub: Sue Carpendale
SUFFOLK POLICE AND CRIME PANEL	1	David Rose Sub: Stephen Plumb
SUFFOLK RAIL POLICY GROUP 3 x per annum p.m. at SCC and District Council Offices	1	Alistair McCraw
SUFFOLK SPORT PARTNERSHIP FORUM 2 x per annum daytime various Suffolk locations	1	Derek Davis
SUFFOLK WASTE PARTNERSHIP (SWP) 4 x per annum a.m. at MSDC Offices	1	Clive Arthey

NAME OF BODY Frequency, time and venue of meetings	NUMBER OF REPRESENTATIVES TO BE APPOINTED	NAME OF MEMBER NOMINATED
THE QUAY THEATRE AT SUDBURY LIMITED – Management Board 6 x per annum evening Quay Theatre	1	Bryn Hurren
JOINT WASTE MANAGEMENT BOARD	1 (+ substitute Member)	Frank Lawrenson Sub :Fenella Swan

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BABERGH DISTRICT COUNCIL and MID SUFFOLK DISTRICT COUNCIL

From: Lindsay Barker, Strategic Director	Report Number: R111
To: Strategy Committee Executive Committee	Date of meeting: 7 April 2016 11 April 2016

STRATEGIC PLAN REFRESH 2016-2020

1. Purpose of Report

- 1.1 To seek Committee approval to the adoption by full Council of the Babergh and Mid Suffolk Councils full Joint Strategic Plan Refresh 2016-2020. The purpose of the full Plan and the direction set by the Plan have been considered and supported by the Portfolio Holders of both Councils.

- 1.2 An overview of this Plan, a 'Plan on a Page', was approved by Councils in February. The Plan being presented today is the information that informs the 'Plan on a Page' document. It encapsulates all of the key strategic outcomes and the outputs needed to deliver these outcomes, identified by Portfolio Holders in a series of strategic planning workshops held between September and November 2015. This full Plan also includes examples of the activities to be undertaken to ensure the outputs and outcomes are delivered.

2. Recommendations

- 2.1 That the Babergh District Council and Mid Suffolk District Council full Joint Strategic Plan Refresh 2016-2020 (Appendix A to the report) be approved.

- 2.2 That the Strategic Director, in conjunction with the Leaders of both Councils, be authorised to make any minor changes to the document as may be necessary.

The Committee is able to resolve 2.2 above, and is asked to recommend 2.1 to Full Council for adoption.

3. Financial Implications

- 3.1 The Joint Strategic Plan Refresh has shaped the financial and resource allocations made in the Medium Term Financial Plan for both Councils, as the detailed output from the Portfolio Holders strategic planning workshops, was used as the basis for building the 2016/17 budget and the Medium Term Financial Plan (MTFP).

- 3.2 The budget and the MTFP are informed by and will drive the financial sustainability of both Councils. The Councils' joint response to the financial challenges and the opportunities faced comprises the following key actions:
 - Aligning resources to the Councils' refreshed strategic plan and services.
 - Continuation of the shared service agenda, collaboration with others and transformation of service delivery.

- Behaving more commercially and generating additional income.
- Considering new funding models (e.g. acting as an investor).
- Encouraging the use of digital interaction and transforming our approach to customer access.
- Taking advantage of new forms of local government finance (e.g. New Homes Bonus, business rates retention).

3.3 The Medium Term Financial Plan (MTFP) was reported to the Committee and Council meetings in February, the same meeting at which the ‘Plan on a Page’ was approved. The MTFP includes in broad terms how the Joint Strategic Plan will be funded and resourced.

4. Legal Implications

4.1 There are no immediate legal implications arising from the approval of Appendix A however, as the Councils deliver the key specific outcomes, legal implications may arise.

5. Risk Management

5.1 Key risks are set out below:

Risk Description	Likelihood	Impact	Mitigation Measures
Insufficient funding and resources to deliver the outcomes set out in the Plan	High	High	<ul style="list-style-type: none"> • The financial planning process to develop the 2016/17 Budget and the Medium Term Financial Plan (following 3 years) has been integrated with the strategic planning process • The financial planning process has been undertaken with a Priority Based Resourcing (PBR) approach, such that budgets have been focused on high priority outcomes, and savings made in low priority activities. • The new management structure developed under the Focused Management Review, has taken full account of the refreshed Plan, and has been designed to deliver the Plan. • The Delivery Programme is being refreshed and will set out the activities needed to deliver the required priority outcomes.

6. Consultations

- 6.1 Major community consultations were undertaken by Councillors and officers at the commencement of the preparation of the original Joint Strategic Plan 2014-2019. This consultation exercise informed the vision and priorities for each Council which in turn are the foundations of the 2014-2019 Plan.
- 6.2 Following the creation of the vision and priorities, the Councillor-led Transformation Enquiry Groups (TEGs) then engaged with our various communities, engaged with partners, and looked at best practice from elsewhere, in order to inform the shape of the 2014-2019 Plan.
- 6.3 The 2016-2020 Plan is a refresh of the 2014-2019 Plan, and therefore has relied on the consultations undertaken as a basis for that earlier Plan.

7. Equality Analysis

- 7.1 The attached Plan is based upon engagement with our communities for the 2014-2019 Plan and sets out how we aim to deliver positive changes for the many and diverse communities we serve.
- 7.2 Where appropriate, specific projects and programmes arising from the refreshed 2016-2020 Plan will be the subject of an Equality Impact Analysis.

8. Shared Service / Partnership Implications

- 8.1 The Plan for our two sovereign Councils has been developed in the context of the major financial and social changes that our communities face.
- 8.2 It places the “shared service agenda” and “partnership working” at the heart of what we do.

9. Links to Joint Strategic Plan

- 9.1 The attached Plan is a refresh of the Joint Strategic Plan 2014-2019, and will replace it to become the new Joint Strategic Plan for the next five years for both Councils.

10. Key Information

- 10.1 This Joint Strategic Plan Refresh sets out how the Councils aim to provide services to deliver positive, sustainable change in our communities, individual and business communities, over the next five years.
- 10.2 The Plan is being refreshed following the election in May last year, as the two new administrations want to review and update the strategies of the two Councils, in light of key local, regional and national factors that have changed since the Joint Strategic Plan (JSP) was developed in 2013/14.
- 10.3 Strategic planning workshops were held with Portfolio Holders between September and November to review the vision and the priorities for the Councils, and to consider any changes that need to be made to the Councils’ activities in order to deliver the priority outcomes.

- 10.4 Councillors confirmed that the vision and priorities in the previous Plan had not changed – Economy & Environment, Housing, Strong & Healthy Communities – and that these priorities would be delivered under five key strategic themes:
- **Housing delivery** – More of the right type of homes, of the right tenure in the right place
 - **Business growth and increased productivity** – Encourage development of employment sites and other business growth, of the right type, in the right places and encourage investment in skills and innovation in order to increase productivity
 - **Community capacity building and engagement** – All communities are thriving, growing, healthy, active and self-sufficient
 - **Assets and investment** – Improved achievement of strategic priorities and greater income generation through use of new and existing assets
 - **An enabled and efficient organisation** – The right people, doing the right things, in the right way, at the right time, for the right reasons.
- 10.5 However, delivery of the strategic outcomes can only really be achieved through collaboration with public sector partners, local communities and the voluntary sector. Work is underway across Suffolk to lead this whole system transformational change, and this has underpinned the Suffolk/Norfolk/Cambridgeshire/Peterborough (East Anglia) Devolution agreement.
- 10.6 We are now working alongside our partners to agree solutions that reduce demand and cost, optimise the use of our resources, and create the right conditions and culture to achieve common outcomes.
- 10.7 It is recognised that a new level of commerciality needs to be embedded across the organisation to identify new opportunities for reducing our costs, and for generating increased levels of fees and developing new income streams. Officers have been working on a number of new commercial initiatives over the last year, with some having already been implemented and now realising positive benefits. These initiatives taken together are getting us on track to be more efficient and more financially sustainable.
- 10.8 To enable the successful delivery of all the strategic outcomes, we need an enabled and efficient organisation – the right people, doing the right things, in the right way, at the right time, for the right reasons. The new management structure and culture implemented following the recent management review will lead the organisation to deliver these outcomes.
- 10.9 As stated above, the Plan Refresh sets out how the Councils aim to provide services to deliver positive, sustainable change in our communities, individual and business communities, over the next five years. It is not a detailed Work Programme. These details will be set out in the established Corporate Work Programme and Committee Work Plans, with a Delivery Programme Plan sitting below these documents.

10.10 Key to delivering the outcomes in the Plan will be our relationship with our communities and businesses. The achievement of Councillor priorities in the areas of homes, jobs, and businesses, and our overall approach to serving our residents, will require our work with communities to be embedded in all those areas.

10.11 As Councillors we have a key role in leading and overseeing delivery against the outcomes in our refreshed joint Strategic Plan. Through our new outcome performance management framework we will measure our progress towards achieving the desired results and outcomes of our key projects and activities, underpinning the agreed priorities and ambitions of the Councils. Our developing framework will measure the impact the Councils (and partners) are having on improving community conditions and quality of life. We also aim to become more transparent in our activities, all of which will enable us to be responsive and accountable to the electorate.

11. Appendices

Title	Location
A The Babergh District Council and Mid Suffolk District Council Joint Strategic Plan Refresh 2016-2020	Attached

12. Background Documents

12.1 The Babergh and Mid Suffolk District Councils Joint Strategic Plan Refresh 2016-2020 'Plan on a Page'.

12.2 The Babergh and Mid Suffolk District Councils Joint Strategic Plan 2014-2019.

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**BABERGH DISTRICT COUNCIL
AND
MID SUFFOLK DISTRICT COUNCIL
JOINT STRATEGIC PLAN REFRESH
2016 – 2020
APPENDIX A (REVISED)**

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Introduction from the Leaders of Babergh and Mid Suffolk District Councils

This Joint Strategic Plan is a refresh of the original Joint Strategic Plan which was developed in 2013/14. Following a number of significant changes in the local, regional and national context since the original Plan was developed, as well as the considerable changes in our own political make-up since the local elections in 2015, it was felt necessary to revisit and realign our priorities

Consequently, this plan sets out how we aim to deliver enduring and positive changes for our many and diverse communities and businesses over the next five years. It seeks to position our two sovereign Councils – now served by one smaller and more dynamic workforce – ahead of the major financial, demographic and social challenges that our communities face. This will also place the two Councils in the best position to take advantage of the opportunities presented by the Devolution Deal for East Anglia and for the changes in the way public services are delivered in the future.

The Plan also seeks to enthuse our councillors and staff – now working in totally new and more flexible ways – to build on their track records of innovation and success to focus even more of their energies on delivering our key outcomes for our communities and businesses.

To do this, we need to continue to reshape our roles away from being defined by the services we have historically always delivered, to one which is a more mixed approach. We should look to combine some direct delivery of services, while at the same time encouraging and enabling our communities to do more themselves and find solutions to local challenges with others.

To enable the successful delivery of all the strategic outcomes, we need an enabled and efficient organisation – *the right people, doing the right things, in the right way, at the right time, for the right reasons*. We also need to be clear we are delivering value for money in all we do. The structure, roles and responsibilities of management have been reviewed and a new management structure and culture has been developed to lead the organisation to deliver these outcomes.

We will certainly have to stop doing some things which our Councils have previously been involved in providing. This will not always be an easy process, but our Councils will strive to find alternatives – including working with communities themselves.

The key to this is for the Councils, our businesses and the communities we serve to engage with each other more consistently and work through problems and solutions together. Engagement with our public sector partners to collaborate on the design and delivery of these solutions will also be essential.

We hope the Plan acts as an inspiration for our communities, local businesses and other partners to work with us to achieve the plan's outcomes. You will see that each Council has its own similar, but slightly differently worded vision and priorities; however, despite this, they share similar outcomes.

We commend this Plan to you.

Cllr. Jennie Jenkins
Leader
Babergh District Council

Cllr. Derrick Haley
Leader
Mid Suffolk District Council

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- Strong and Healthy Communities

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- Business Growth and Increased Productivity

- Community Capacity Building and Engagement

- An Enabled and Efficient Organisation

- Assets and Investments

How we measure success

Our new financial and business model

Executive summary

Babergh and Mid Suffolk District Councils' Strategic Plan sets out how we – and the communities and businesses we serve – can shape the future, for the better.

The precise future for councils, and the communities they serve, might sometimes look unclear – not least due to the huge changes taking place in terms of how we are funded, what we do and how we do it.

The East Anglia Devolution Deal will be a significant development setting a fundamentally different relationship between Government and local public services. Devolution will see decisions currently made by Government on things such as infrastructure, growth, employment and skills affecting East Anglia, being made in East Anglia.

This Strategic Plan will make sure Babergh and Mid Suffolk are able to take full advantage of the opportunities provided by the Devolution Deal. It will provide a sense of shared direction, pace and common purpose against which we can work with our communities and our businesses to deliver the kinds of outcomes we jointly wish to see.

This Plan is, therefore, a reflection of:

- The realities we all face, and must adapt to, in terms of reducing resources, competing priorities and rising expectations
- The aspirations we are setting ourselves as councillors and staff to be the type of agile, quick-moving and responsive Councils our communities want us to be

It outlines the context in which we are operating at the moment and the challenges and opportunities of the future that will influence how well we do.

It articulates the three main priority areas that your district councillors have identified will have the most positive impact on that future:

- Economy and Environment
- Housing
- Strong and Healthy Communities

These priorities will be delivered under five key strategic outcomes:

- **Housing delivery** – More of the right type of homes, of the right tenure in the right place
- **Business growth and increased productivity** – Encourage development of employment sites and other business growth, of the right type, in the right place and encourage investment in skills and innovation in order to increase productivity

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- **Community capacity building and engagement** – All communities are thriving, growing, healthy, active and self-sufficient
- **Assets and investments** – Improved achievement of strategic priorities and greater income generation through use of new and existing assets
- **An enabled and efficient organisation** – The right people, doing the right things, in the right way, at the right time, for the right reasons

Plan on a Page

The diagram below outlines the five strategic outcomes, together with the key outputs needed to deliver these outcomes.

Delivery of the strategic outcomes can only really be achieved through collaboration with public sector partners, local communities and the voluntary sector. Work is underway across Suffolk to lead this whole system transformational change, and this has underpinned the Suffolk/Norfolk/Cambridgeshire/Peterborough (East Anglia) Devolution proposals.



Where we are now

The districts of Babergh and Mid Suffolk form the heart of Suffolk and cover an area of over 1,400 square kilometres (540 square miles). They are predominantly rural in nature, with a number of market towns. We believe that the heart of Suffolk is a very special place to live and work; with 6,400 listed buildings, 60 conservation areas and two Areas of Outstanding Natural Beauty (AONB).

Both districts feature in the top 50 rural areas to live across the UK in terms of well-being and satisfaction with quality of life. The latest Halifax Rural Areas Quality of Life Survey identifies that Babergh is thirty-third in 2015/16 and Mid Suffolk has maintained a good position at twenty-fifth.

We need to ensure that this prosperity and quality of life is available to all, and use the growth in the total populations of both districts between now and 2035 to our advantage. Babergh's population will grow by 10% to 96,400 and that of Mid Suffolk by 20% to 116,700. According to these growth forecast figures, 12,927 people are expected to be aged over 80 in Babergh (13.4%) by 2035 and 13,350 in Mid Suffolk (11.4%). This poses challenges for us in terms of how we adapt our services and work with our communities to meet the needs of an ageing population. We also need to address skills gaps that are posing difficulties for our businesses and continue to 'grow our own' future workforce as well as encourage skilled workers into the two districts.

A further challenge is that Babergh and Mid Suffolk, along with all other Suffolk districts, showed an increase in deprivation levels relative to other authorities in England between 2007 and 2015. This increase is of concern, although the districts still experience below average deprivation. This reinforces the importance of achieving improvement in these important areas.

Some of the key national, regional and local issues facing the Councils now and over the next five years include:

National

- The Government is driving economic and housing growth to strengthen the local economy and ensure people and places become more prosperous
- New national Government policy changes, including Welfare Reform, which is essentially about helping people become more independent; the Government's Productivity Plan which aims to boost productivity through 15 priorities including upgrading our skills and transport infrastructure; the Prevent Agenda, which is about intervening before health and social care issues become acute and wider whole system working across the public sector; and changes to affordable housing policy to increase the possibility of home ownership

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- The Government's drive to transform the way public services are resourced
- An increasingly litigious culture, freedom of information, and a transparency agenda making it easier to challenge decision-making, as well as increased ability and willingness to challenge
- The continuing digital revolution - changes in technology affecting the ways we can interact with people, an increasing move to online and 'digital by design', and the need to be intelligence-led

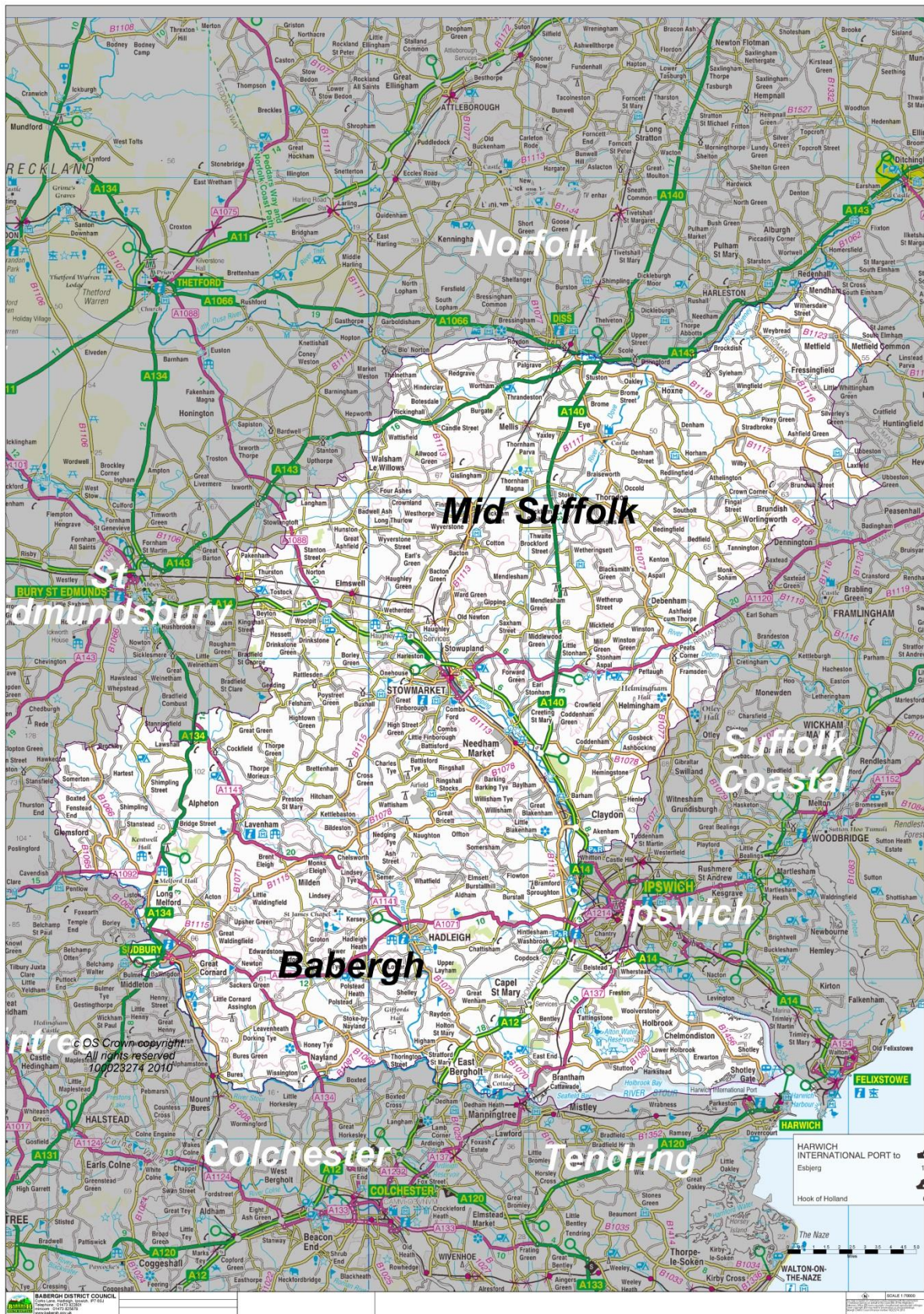
Regional

- Public services across Suffolk are being transformed to deliver better outcomes for less resource with collaboration and joining-up of activities across the whole system
- The East Anglia Devolution Deal and potential for new governance arrangements to drive the delivery of growth and transformation of public service delivery
- The Suffolk economy, where productivity continues to be below UK levels and low wages prevail

Local

- Low average wage economy/high average house prices (and rising faster than wages)
- Challenges around how we involve our communities in realising the benefits of growth in their locations
- The local political environment has changed with the new Babergh Conservative administration
- Both Babergh and Mid Suffolk face a challenging financial outlook for the next four years and beyond

Our challenges – which fall under our three broad priorities of **Economy and Environment, Housing, Strong and Healthy Communities** – provide the focus for this Strategic Plan and the outcomes which we hope to achieve. With a challenging financial outlook, this Plan will drive how we use our available resources and focus our efforts.



Where we are now

Economy and Environment

The local economy is characterised by having many smaller businesses, in both our main market towns and our villages, in a diverse range of market sectors. In Mid Suffolk and Babergh 7,910 businesses have nine employees or less with 20.9% of the population in Mid Suffolk being self-employed and 12.1% in Babergh self-employed.

Our role is to support the needs of all businesses, attracting new businesses into the area and providing support, particularly to those smaller and start-up concerns facing issues in terms of access to finance, dealing with legislation and sharing ideas and best practice as they strive to grow.

Suffolk has a comparatively low wage economy: workplace figures show that in 2015 median weekly gross earnings for full-time workers were £460 for Babergh and £465 for Mid Suffolk, compared to the £532.40 figure for England.

Linked to this, the county has comparatively low productivity. Gross Value Added (GVA) per head in England in 2013 was £23,755. The equivalent figure for Suffolk was £20,620. This is not a recent challenge; historically GVA has grown more slowly in Suffolk than nationally. We will now be redoubling our efforts to understand the challenges for our sectors and the levers for improvement.

A contributing factor to this is the relative lack of higher-level skills. In Babergh in 2014, 28.7% of residents were qualified at NVQ level 4 and above. The figure for Mid Suffolk residents was 31.9%. This compares to 35.7% for England as a whole.

Recently released figures for 2015 show that 54.5% of Suffolk pupils achieved five or more A*-C grades including English and Maths. The national figure for all schools was 53.8%. This is the first time that Suffolk figures have been above the national average for several years, which is encouraging progress. Babergh and Mid Suffolk tend to exceed the Suffolk figure; however, we would clearly want to be consistently exceeding the England figure in order to build skills and opportunities for local young people and meet local economic need.

The two districts have lower levels of young people not in education, employment or training than the Suffolk average - Babergh 3.3% and Mid Suffolk 3.9% against the Suffolk average of 4.7%.

The natural and built environment in the Babergh and Mid Suffolk area is distinctive and provides an attractive backdrop that is cherished by local communities, businesses and visitors alike. The area contains two Areas of Outstanding Natural Beauty as well as a host of areas designated for their wildlife value. It contains a remarkable heritage asset consisting of some 6,400 listed buildings and 60

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Conservation Areas. We recognise that the appeal of the environment is crucial to many of our businesses and is key to attracting investment. Arguably, because of its ubiquitous presence in everything we do and wherever we are, the protection and enhancement of the Environment should be regarded as a priority in its own right. Because it is so pervasive, however, rather than elaborate it separately, it is mentioned throughout the plan in those places where it is especially important. Absence of a mention, though, does not mean that it will be overlooked in our service delivery wherever and whenever it is appropriate to consider it.

Housing

Both Babergh and Mid Suffolk are expensive places to live relative to local salaries, partly because of the attractiveness of our districts and people's wishes to live here, and partly because the supply of new homes has not kept pace with demand over recent years.

For Babergh the median house price to salary ratio is 10.5, for Mid Suffolk it is 9.2 (2014 figures) against a national average of 6.96. For many residents, including young families, this makes owning their own property difficult. In terms of rented accommodation, the average private rent per calendar month in Babergh is £635 and in Mid Suffolk it is £595 (2014).

During 2014/15, 172 net housing completions were built in Babergh and 416 in Mid Suffolk. Of these, 31 (18%) were affordable homes in Babergh, and 46 (11%) were affordable homes in Mid Suffolk. During 2015 both Councils were granted planning permission for the first new council homes to be built for 30 years, providing much needed affordable homes for our communities.

Strong and Healthy Communities

Overall, Babergh and Mid Suffolk are safe and healthy places to live. A recent survey identifies that 8.3 out of 10 adults in Babergh believe what they do in life is worthwhile, the highest average rating in Britain. The national average is 7.8. They are also among the happiest with both having an average rating of 8.2 – significantly higher than the GB average of 7.4.

Around 7% of Babergh and Mid Suffolk residents feel that their lives are limited a lot by a long-term health or disability problem.

The number of reported crimes in both districts is about 3,500 per year, compared to over 38,000 across Suffolk as a whole. The perception of crime, however, remains higher than the reality.

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Around 67% of residents in both districts are classified as obese or overweight, and around 12% smoke. Alcohol-related hospital admissions are rising nationally, with a third of older people developing drinking problems. By 2037, it is anticipated that almost a third (31.1%) of the population in the county will be aged over 65 (257,000 people).

The Councils have a role in working with others to encourage healthier lifestyles and promote use of leisure, open space and activity-based facilities.

Our organisation

We are delivering services that have a positive impact on the priorities we have set, albeit with fewer resources. However, if we are to continue to realise our ambitions and deliver the outcomes in this Plan, our Councils need to remain financially sustainable by seeking out viable new sources of income, and new and innovative ways of delivering, including looking at ways of providing services with our communities and partners and always seeking the best value return for our investment.

We have already made many organisational changes:

- Our staff and councillors are working in new ways and the workforce has been restructured into a single delivery organisation working across the two Councils
- We have been creating the conditions that allow the organisation to shift from traditional service delivery to one that is outcome-focused and has a real positive impact. We are building a flexible and agile environment where resources can be quickly redirected as necessary
- We are getting better at using insights and intelligence to inform the decisions we make and in understanding how well we are delivering against our plans
- We have made improvements to many service areas during this time of sustained organisational change – but there is much more to do

This Strategic Plan will help us to target what we do more effectively and to consider what services we may not be able to provide in future. Looking at better ways to deliver our services, having more efficient public access arrangements and making better use of digital technology are high on our list of achievable outcomes.

We are working more closely and fostering our collaborative-working with a wide range of key partners to achieve common objectives. These include other public services, the community and voluntary sector, local businesses and their representatives, and communities.

We are seen by others in local government as innovative and transformational in the way we work, and have received recognition and funding for what we have achieved

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so far and for our future ambitions. Recently, an East Anglia devolution agreement has been announced by the Government which consists of seven broad elements, with the key driver being increased economic growth and housing delivery.

We recognise that the way we function as an organisation (and with our partners) will either enable or hinder the achievement of the outcomes set out in this Plan. That is why our fourth broad priority contains an outcome to be an 'Enabled and Efficient Organisation' – the right people, doing the right things, in the right way, at the right time, for the right reasons.

In summary

People are living longer, the economy is growing and unemployment is generally lower than the national average, but wages, skills and educational attainment are lower than the national average, the need for homes is growing and technology continues to move on.

In the midst of change, and with fewer resources, we still need to deliver services that have a positive impact on our stated priorities as well as protect our environment and its unique character.

We also intend to develop effective engagement and gather the information necessary to focus on ensuring our activities meet the needs of the communities we serve, including the most vulnerable.

To do this, we will need to maximise the prosperity and income we can generate locally by getting more houses built, helping the economy grow and tapping into external funding opportunities. In doing this, existing partnerships will be strengthened and new ones forged.

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Our vision and priorities for the future

Councillors and staff at both Babergh and Mid Suffolk District Councils are fully committed to working together – and with others – to achieve the visions and priorities of the two councils.

Babergh’s vision:

“To create an environment where individuals, families, communities and businesses can thrive and flourish.”

Mid Suffolk’s vision:

“We will work to ensure the economy, environment and communities in Mid Suffolk continue to thrive and achieve their full potential.”

This means that we will continue to focus our efforts and use all our resources to deliver the three key priorities to make each council’s vision a reality.

Priority 1: Economy and Environment

Babergh: Shape, influence and provide the leadership to enable growth while protecting and enhancing our environment

Mid Suffolk: Lead and shape the local economy by promoting and helping to deliver sustainable economic growth which is balanced with respect for wildlife, heritage and the natural and built environment

Priority 2: Housing

Babergh: Shape, influence and provide the leadership to achieve the right mix and supply of housing

Mid Suffolk: Ensure there are enough good quality, environmentally efficient and cost-effective homes with the appropriate tenures and in the right locations

Priority 3: Strong and Healthy Communities

Babergh: Shape, influence and provide the leadership to support and facilitate active, healthy and safe communities

Mid Suffolk: Encourage and support individuals and communities to be self-sufficient, strong, healthy and safe

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Councillors have confirmed that the above vision and priorities in the previous Plan have not changed, and that priorities would be delivered under five key strategic themes or outcomes:

- **Housing delivery** – More of the right type of homes, of the right tenure in the right place
- **Business growth and increased productivity** – Encourage development of employment sites and other business growth, of the right type, in the right place and encourage investment in infrastructure, skills and innovation in order to increase productivity
- **Community capacity building and engagement** – All communities are thriving, growing, healthy, active and self-sufficient
- **An enabled and efficient organisation** – The right people, doing the right things, in the right way, at the right time, for the right reasons
- **Assets and investment** – Improved achievement of strategic priorities and greater income generation through use of new and existing assets ('Profit for Purpose')

The rest of this Strategic Plan outlines what we will do, why, what we will achieve for both Babergh and Mid Suffolk's communities by focusing on these priority outcomes, and how we will change in order to maximise our positive contribution to their realisation.

Priority Outcomes

Housing Delivery



Description

Given the shortfall in homes actually built in our area in recent years, and the growing need for new homes due to economic growth, the ageing population and changing household composition, we need to significantly increase the number of new homes built and occupied in the area, ensuring that these are homes of the right type, the right tenure, and in the right place. We also need to make sure these are delivered in a sustainable way to respect and enhance our environment.

Why is this a priority?

Good quality and appropriate housing for all needs is an essential component in ensuring successful, diverse and dynamic communities, and supports a successful and growing local economy.

We know that many residents are struggling to achieve the housing outcomes that are right for them. Either because of housing cost, living in homes that are no longer appropriate for them or lack of convenience for the types of facilities and services they wish or need to use.

Babergh and Mid Suffolk District Councils have a number of roles to play in helping residents to achieve the best housing solutions for their needs.

New Homes Delivery

In recent years, the need for homes in our area has outstripped delivery. The recession slowed the building of new homes, and the cumulative effect over the last few years means that the pace of new-build needs to increase rapidly to satisfy

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current and future demand. New homes are critical, not only for existing residents, but also to attract new skilled workers to support local economic growth. There are also financial advantages for the Councils to accelerate new homes growth with the New Homes Bonus incentivised government funding.

We are seeking to significantly increase supply and expand our 'market making' role in terms of creating the right conditions for developers and private landlords to work with communities to deliver housing.

Landlord Function

We have a landlord role, being jointly responsible for about 7,000 council properties. We see our responsibilities extending beyond just collecting rents and maintenance. For example, we are supporting the Government's agenda to ensure people are able to work wherever possible. We also know that many of our tenants are facing hardship caused by the rising costs of basic goods and services and, as a result, are launching initiatives to help tenants keep on top of their finances.

What are we doing to achieve these outcomes? A few examples:

Being clear about what housing is needed

- We are identifying more detailed housing requirements in our local area – need, demand and the market view – to develop an evidence base for new-build, the number of homes, type and location, and infrastructure requirements

Unlock barriers to growth

- We are reviewing the planning process and identifying ways of speeding up the time taken to process planning applications
- We are reviewing the reasons why approved developments have not been built and will work to unblock these developments – this could be due to shortage of building skills, delays in finalising legal agreements or infrastructure challenges
- We will promote innovative approaches to housing delivery such as self-build, equity share, starter homes, co-housing, Community Land Trusts or custom-build to meet local need and demand
- We will seek out small and medium sized (SME) developers, and support them by identifying sites and finding solutions to build
- We will assess the opportunities for investing in new infrastructure in order to enable new homes development
- We will manage development to achieve the key objectives of economic growth and the provision of houses, and will ensure that there is not an unacceptable impact on our quality of life, heritage or rural distinctiveness of our two districts

Support the delivery of homes that meet the needs of our ageing population

- We will review our own sheltered housing stock to understand how current provision needs to change to meet future needs
- Understand the needs for different types of accommodation – care homes, supported housing, lifetime homes, special needs accommodation – and support their delivery

Agree where growth goes

- We will understand where the supply of new homes can be delivered sustainably in Babergh and Mid Suffolk and plan accordingly
- Using good quality information we will work with developers on sites coming forward for development to influence what type of homes are delivered and how they meet need
- We will identify sites where brand new settlements could be located, such as garden villages, and investigate their feasibility
- Continue to deliver new homes using our own resources by commissioning development partners to help us to deliver, identifying suitable land and agreeing a development programme

Engage communities in understanding the benefits of new homes and jobs

- We will engage early with our businesses and communities to understand where new housing and jobs may be located and to discuss the issues and opportunities that arise
- We will ensure councillors have all the information they need so communities can understand the benefits for their area
- We will work with communities wanting to progress neighbourhood plans for their areas, to make sure they are able to be supported and are in alignment with our spatial planning
- Joining-up our work on housing with health and social care colleagues to make sure we design and deliver services together around the needs of individuals and communities

Make best use of our existing housing assets

- Work with tenants to agree the best way to deliver property services across our own housing, to make sure we are efficient and cost-effective in our delivery and commercial in our approach
- Ensure the ways we manage the Councils' assets helps to free-up finances to reinvest in new affordable homes
- We will look at ways to improve the standard of our housing, ensuring they are comfortable to live in, heating bills are lower, and they are as sustainable as possible
- We will continue our initiatives to support tenants and home owners in combating fuel poverty

What will success look like?

We will catch up on our under-delivery of homes over the past few years, and the pace of building new homes will increase to match predictions of future requirements.

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There will be no ‘one-size-fits-all’ approach - rather our councillors and staff will be adept at working through bespoke housing solutions that really do reflect local needs and wishes.

The Councils will continue to be active in using their internal housing expertise and the positive, collaborative relationships they have brokered with all manner of interested parties – including our communities – to anticipate and develop imaginative opportunities to shape the housing market across the two districts.

Case Study 1: Understanding housing need and the wider determinants of health – Suffolk-wide survey 2014

Both Councils recognise that understanding housing need is the starting point to influencing and delivering new housing supply.

The 2014 Suffolk Housing Survey provided high quality data about housing need across all generations but was also a test-bed for innovative collaborative working across all Suffolk Councils and Public Health. Babergh and Mid Suffolk led the countywide research which yielded detailed evidence about housing need, but also health, care, finance and employment.

Together with other information such as local housing needs surveys, the data will be used to inform future housing and health policy at a strategic level avoiding duplication by different services.

Case Study 2: Housing Revenue Account (HRA) New Build development programme

In 2015, Babergh and Mid Suffolk decided to start building their own homes again. We prepared a development pipeline of eight schemes, two in Babergh and six in Mid Suffolk, that would deliver 65 new council homes.

A development partner was selected via a tendering process and we have worked with Havebury Housing Partnership since April 2014 to progress these schemes. We were successful in attracting £1.2 million of grant funding from the Homes and Communities Agency and the programme represents a total investment of £8.7 million.

All eight schemes are on site or about to start on site with completions phased from May 2016 through to June 2017.

Case Study 3: The Unity project – regeneration of our existing estate

Unity is a type of prefabricated property built by many councils in the post-war era to provide much needed housing. Mid Suffolk owned 77 Unity houses across three key housing sites in Stowmarket, Woolpit and Haughley. In 2011 these were identified for demolition and replacement with modern, fit-for-purpose homes for the 21st century.

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Using an agile approach, Mid Suffolk District Council formed a small team that worked intensively with Orbit Housing Association to deliver the development.

Consultations and planning followed due process and the programme is on target to deliver 163 new homes to replace the Unity homes by the end of 2017. The new homes will be owned and managed by Orbit Housing Association. In addition, Mid Suffolk will completely refurbish 11 existing Unity houses, bringing them up to modern standards of heating and insulation in the process.

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Business Growth and Increased Productivity



Description

Suffolk’s economy has proven itself to be resilient over the past few years with job creation on the increase. However, we do have below average productivity levels, skills and attainment levels, and earnings are lower than average levels. We will work to help create the conditions where productivity can improve. We will work to bring forward the development of employment sites and other business growth, of the right type, in the right places, and also to encourage investment in infrastructure, skills and innovation.

Why is this a priority?

Ensuring that our two districts support the sustained and sustainable economic growth of Suffolk is a key priority within this Strategic Plan. Suffolk has a strong context for economic growth which is captured in the New Anglia Local Enterprise Partnership’s Strategic Economic Plan and the Suffolk Growth Strategy.

Both districts have a very diverse economic base and historically low levels of recorded unemployment, but there are concerns about our lower-than-average wage and skills levels.

Our role as Councils is to ensure that we are as open as possible in encouraging and facilitating new employment opportunities that contribute to our already diverse economic base.

This will involve us understanding business needs in more detail and being more active and flexible in how we engage with businesses through everything we do and in helping our businesses access all the support available.

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Local economic growth needs to contribute to our communities' quality of life, the environment in which we live and our wonderful heritage of wool towns and historic villages.

It is important to ensure that our workforce has the right skills and aptitudes to help businesses succeed and that our environment and historic buildings are protected and enhanced, both in their own right and because of their value to the local economy.

We have a key role in improving the environmental sustainability of how we work and the buildings for which we are responsible. We will also continue to transform our approach to waste collection as this will reduce the costs incurred by the Councils and our taxpayers, so freeing up more resources to support local businesses.

What are we doing to achieve these outcomes? A few examples:

Increased understanding of our local businesses and their needs

- We are extending the ways we network with business, including through business groups like the Chamber of Commerce, and the Local Enterprise Partnership (LEP)
- We will increase the levels of engagement of our councillors and senior officers with businesses to understand their needs and support their growth ambitions
- We will also commission research into our local businesses to gather intelligence and insight into their needs
- We will support businesses to become more sustainable, reduce their carbon footprint, and reduce their costs

Engage with and support businesses to thrive

- We are extending our 'Open for Business' approach across the whole organisation, ensuring all businesses receive the right response and support wherever they come into contact with the Councils
- To this end, we are purposefully developing relationships with our businesses via an account manager approach through councillors and officers
- We will continue to connect businesses to the Local Enterprise Partnership Growth Hub to ensure they receive the right support, advice and access to funding
- We will also innovatively work with businesses to create more high-value jobs, then help to attract people to these jobs from both within and outside our districts

Ensuring the right skills for businesses and enterprises

- We are continuing to work with colleagues across Suffolk to establish an online platform called 'ICanBeA', to help young people easily access information about local careers and pathways to employment
- We are working with schools in the two districts to help them to link up with local business more effectively

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- We will also raise awareness of skills gaps and encourage businesses to work with schools to develop the skills needed in future
- We are leading by example as a member of the Suffolk County Council programme to deliver intern placements, Modern Apprenticeships and work experience placements, as well as developing a work experience toolkit for smaller employers – we will increase apprenticeship provision through engaging with businesses

Further develop the local economy and our market towns to thrive

- We will regenerate the market town centres working with town councils, steering groups and partnerships, supporting them to develop local visions and implement plans
- We will continue to develop and then implement our Suffolk Tourism Strategy
- We will also promote our area outside our districts to attract new business investment

Employment site allocations of the right type, in the right place

- We are supporting the development of a Suffolk Strategic Planning and Infrastructure Framework to provide the context for future growth and infrastructure investment
- We will enable improvements to infrastructure across our own area in order to support business growth
- We will encourage improvements in the broadband network which will help to attract more high-value jobs
- We will lever-in additional investment through, for example, Food Enterprise Zones and Enterprise Zones
- Development of the joint planning policy framework is underway, which will prioritise and speed up sustainable growth
- We have already identified the key sites in our core strategies and are working hard with others to get them developed. Some of these sites are already being progressed through the planning system to delivery
- We will be charging a Community Infrastructure Levy which will apply to certain new developments. The funds received will be used to secure local infrastructure provision with some monies being transferred to town and parish councils to support community projects
- Community-led planning will be supported and we are already making good progress where communities are prepared to lead sustainable growth in their areas

What will success look like?

Both Babergh and Mid Suffolk are districts characterised by a diverse, dynamic and growing local economy – one which is sustainable and supports our wonderful natural and built environment.

The Councils themselves are very much ‘Open for Business’. The Councils’ staff and councillors are developing an understanding of the needs of businesses. They are

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constantly building good relationships with current and prospective employers to work with them to seize good job creation opportunities, to remove unreasonable blockages to growth and to advise and guide all interested parties about new opportunities and ideas.

The Councils are also at the forefront in supporting initiatives that increase the range and improve the quality of the skills base in the local workforce.

Case study 4: 'Open for Business' – account manager trial

Our Councils are exploring a different model of supporting local business, aligning with broader project work underway to demonstrate that our districts and the wider region are 'Open for Business'.

We are seeking to offer a more seamless experience by allocating a dedicated account manager where required. Not only will this add value, provide continuity and save time for businesses, it will improve our organisation's collective understanding of the business community to tailor our responses accordingly.

A small pilot team of officers, from across the organisation, is working together with businesses to develop this approach. In parallel, senior management and councillors are talking to key business sectors in our districts with a view to forming and strengthening key relationships and build understanding.

Case study 5: Introducing Food Enterprise Zones

The Councils were successful in achieving two Food Enterprise Zones. Wherstead and Stowmarket are the only two sites in Suffolk to receive this designation. Being in a Food Enterprise Zone will mean that businesses who wish to grow and develop in the zones will be able to build new factories, offices or other commercial buildings, without having to apply for full planning permission.

The granting of certain 'Permitted Development Rights' by the Councils will save businesses both time and money when they wish to expand. It will also attract new inward investment into the district by encouraging companies to relocate or start-up businesses within the Food Enterprise Zones.

Case study 6: Mill Lane Business and Enterprise Park

This 79 hectare site on the edge of Stowmarket was allocated for employment use by the Council in 2013, to provide new job opportunities close to the expanding town and the A14. Since then, a development brief has been produced that outlined how development could take place within the site.

Planning permission has been granted to start the construction of the access road

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and the first phase. It is anticipated that over 3,000 new jobs could be created once the site is fully occupied. Part of the site is a Food Enterprise Zone and in 2015 the Council successfully applied for national Enterprise Zone status, so that it can also offer a rate-free period to attract new businesses and jobs to the area and enable additional investment to bring the sites forward.

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Community Capacity Building and Engagement



Description

To create cohesive, sustainable and empowered communities that can thrive and become more resilient as public service budgets reduce and the demand on our services increase.

Why is this a priority?

In these challenging times with reducing budgets available to public services and greater demands and expectations on our services, it is vital that we build and strengthen our relationships with our communities. They need to help us to understand what works best for them, to be at the forefront of service design and to help us to reduce demand, and prevent more costly interventions arising in the future.

Working with our communities is essential as we focus on how we can stimulate sustained growth in new housing and business, to lead to greater economic prosperity within the districts. This will ensure we can work constructively with our communities, where new development is inevitable, to engage and influence how this is shaped and to make the most of the benefits which this growth can bring. In particular, to ensure we can attract skilled workers to our area and to retain and enhance essential community infrastructure and facilities such as schools, health services, village halls, sports facilities and play areas.

Reviewing our grant and external funding support will help us to build even greater community capacity with a much closer alignment to our priorities, by ensuring we commission better outcomes and we help to increase volunteering capacity which is essential for groups to thrive. By harnessing the potential of external funding sources

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and expertise, we expect to reduce our reliance on our own grant spend and increase the opportunities available to our community groups at the same time.

We will work more closely with our local, regional, national and international funders to provide influence on the direction of future funding and the key needs of our communities, particularly focusing on the rural aspects of the districts and those who are at risk in terms of their vulnerability.

Our communities are generally safe and healthy already. However, the challenges of an ageing population with complex needs, in a very rural area, together with reductions in public service spend, makes maintaining these levels of wellbeing a significant challenge. Our focus on collaboration between the various tiers of public services, the voluntary and charitable sector and the community will help us to adopt prevention and early intervention principles. In particular, focusing on helping people to establish and maintain active lifestyles and remain as active and independent as possible throughout their lives.

We will actively encourage and support volunteering within our communities to build people's skills and experience, providing opportunities for people to develop local solutions.

We will, as part of our work with the county council on their Anti-Poverty Strategy, continue to design and deliver our services so that they help to improve financial inclusion in the districts by working with partners, individuals and communities to support those residents who may find themselves in financial difficulties.

We will share learning and understanding across our communities to enable a network of support and partnerships to be built. We will develop mentoring and coaching techniques to galvanise and inspire others.

What are we doing to achieve these outcomes? A few examples:

Communities engaged as early as possible

- We will engage with communities at the earliest opportunity so that they can help to shape and influence growth and understand the positive economic benefits that this provides

Community-led solutions to deliver services and manage assets

- We will support all councillors to encourage and enable their communities to deliver their own services and activities
- We will target and work alongside communities that are confident and capable of supporting themselves and have active and engaged volunteers
- We will apply learning from emergency resilience activities where the community are supporting emergency preparedness themselves
- We will consider incentivising communities for taking more responsibility and control of activities in their communities

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Targeted grants and funding to support community capacity building

- Our discretionary grants and external funding support will be used to kick start self-sustaining projects and increase community capacity
- We will actively engage with a broad range of external funders to enable capital investment within our communities to support and sustain local capacity building
- We will help the voluntary and community sector grow their skills, capacity and resources to take on more responsibility for assets and services currently managed by the Councils

Community volunteers are skilled and able

- We will promote and develop volunteering capacity within the districts
- We will work with a wide range of partners to enable people to become involved as volunteers. We will also ensure our volunteering commitment is open to people of all ages and abilities

Continued support for Health and Wellbeing outcomes that prevent interventions

- We will ensure prevention and early intervention principles (for instance, Connect Sudbury) are embedded within service delivery, commissioning projects, activities and campaigns within the districts
- We will ensure we demonstrate the impact of this work by providing tangible evidence of outcomes
- We will contribute towards and influence the successful delivery of the mental health outcomes and Anti-Poverty Strategy for Suffolk

What will success look like?

Our communities continue to be enjoyable places to live and work. Through our focus on preventative programmes and activities, we will help to ensure that our residents take responsibility for leading active, healthy and safe lifestyles.

The broad range of facilities within our communities are retained, valued, well used and make significant contributions to the quality of life and health of residents.

People have the opportunity to volunteer within their communities, from roles as trustees to those with the skills and the confidence to design and manage local facilities and activities.

Communities are dynamic and vibrant with established and new residents contributing to the community as volunteers, members of community groups and organisations. All these are able to access funding support from local development contributions and/or the wide range of external funding opportunities.

Our communities understand the imperatives for growth; engage with developers and the public services to bring the optimum benefits from this growth within their community.

People are proud of their community and take part in initiatives which promote and showcase their localities including the Village of the Year competition, the High Sheriff's Awards and regional and national programmes.

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Improving mental health and wellbeing will enhance the lives of individuals and families and increase economic prosperity in Babergh and Mid Suffolk. We are working together with our Health and Wellbeing Board partners to ensure that adults and young people in Babergh and Mid Suffolk have the opportunity to improve their mental health and wellbeing. This involves taking action on a number of fronts; tackling stigma by making sure that mental health is everyone’s business, enabling access to support for improving the emotional health and wellbeing of children, ensuring that there is seamless mental health provision across agencies and bringing together all the elements of physical and mental wellbeing in recognition that mental and physical health are inter-dependent.

Here are a few examples of the work we are doing to achieve our priority outcomes. In communities, most of the initiatives are small, but there are many of them, so when taken together, they will deliver the outcomes required.

Case Study 7: The Housing and Health Project

We have been working closely with our Suffolk Health and Wellbeing Board partners who have made a commitment to the Housing and Health Charter. This will help to establish a joint approach and common understanding of how important good quality and well managed housing and support is for people within Suffolk.

As part of these new collaborative arrangements, Public Health has allocated funding for the Councils to pilot the delivery of an innovative and unique new health and wellbeing offer for our tenants. The project, which will run for 18 months, will provide different levels of support and a range of community-based health and wellbeing interventions.

The project aims to address the Councils’ rent and council tax arrears, improve self-reported wellbeing and, in addition, contribute to reduced demand on local health and care services. In recognising the positive impact our teams can have upon other aspects of our tenants’ lives, this project will provide insight into a new approach to our offer as a social landlord and help us to redesign our services and the way we work with our local partners.

To ensure we demonstrate the impact of our work by providing tangible evidence of outcomes, the study will be externally evaluated through a partnering arrangement with University Campus Suffolk.

Case Study 8: Helping a community retain and improve a community resource

In 2014, the Communities Team began to work directly with the Metfield Village Hall Committee to undertake research and information-gathering on their need to develop and sustain the existing facilities in the village.

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A decision was taken to undertake the Metfield Community Hub Project to extend the existing facility and design a project which tackled the key issues for the village. This includes social and rural isolation, lack of connectivity in home working and social enterprise training.

With ongoing support and advice, Metfield completed the three-stage Big Lottery Reaching Communities application and in December 2015 secured £271,000 to proceed with the project.

Metfield's feedback on the Council's support: "As volunteers with very little experience of making grant applications, it is a daunting task to make a National Lottery submission with all the work entailed, so your reading-through of the application before submission was invaluable and your feedback and comments extremely helpful."

Case study 9: Building community capacity – the Community Caretaker Scheme

The successful Community Caretaker Scheme which has run for several years in Mid Suffolk is now being trialled in Babergh. The scheme provides a grant which enables the parish to employ a local person to carry out general litter picking and cleansing duties within the town or parish.

Consultation with town and parish councils within Babergh District to gauge interest has led to five town and parish councils - Bures St Mary, Holbrook, Stratford St Mary, East Bergholt and Lavenham - trialling the scheme. The intention is for this to then be available across both districts. The District Council continues to offer a rapid response service alongside this initiative for issues such as fly-tipping.

An enabled and efficient organisation



Description

To ensure the successful delivery of all the strategic outcomes, we need an enabled and efficient organisation – the right people, doing the right things, in the right way, at the right time, for the right reasons - making best use of our organisation’s resources by using agile ways of working.

Why is this important?

In order to deliver the priorities for and with our communities, we need to continue to change how we work.

Our organisation and the people working within it (both councillors and officers) need to be able to adapt and respond to the changing external environment and the demands from our local residents and businesses.

Taking advantage of modern technology, so that residents can access our services at times and in ways to suit themselves, will ensure that our reducing resources can be aimed at assisting those most in need.

To become financially sustainable for the future we need to ensure that we are operating as effectively and efficiently as possible.

What are we doing to achieve these outcomes? A few examples:

Networked and agile organisation

- We are equipping our staff with the skills and abilities to become more agile and adaptable; people are increasingly networked both internally and across the Suffolk system

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- We are aligning our resources to the outcomes of the Councils to enable both collaboration and a strong focus to deliver strategic outcomes and services
- We are creating a Senior Leadership Team and Extended Leadership Team that is similarly outcome-focused and has a real positive impact

Financially sustainable councils

- We are continuing to develop the Medium Term Financial Strategy in response to funding changes, both within the Councils and across Suffolk, to ensure the Councils have a sound financial basis on which to deliver the priorities
- We will continue to develop our budgets and forecasts on a Priority Based Resourcing approach (PBR)
- We are reducing our reliance on core government funding and maximising the money that we can generate ourselves

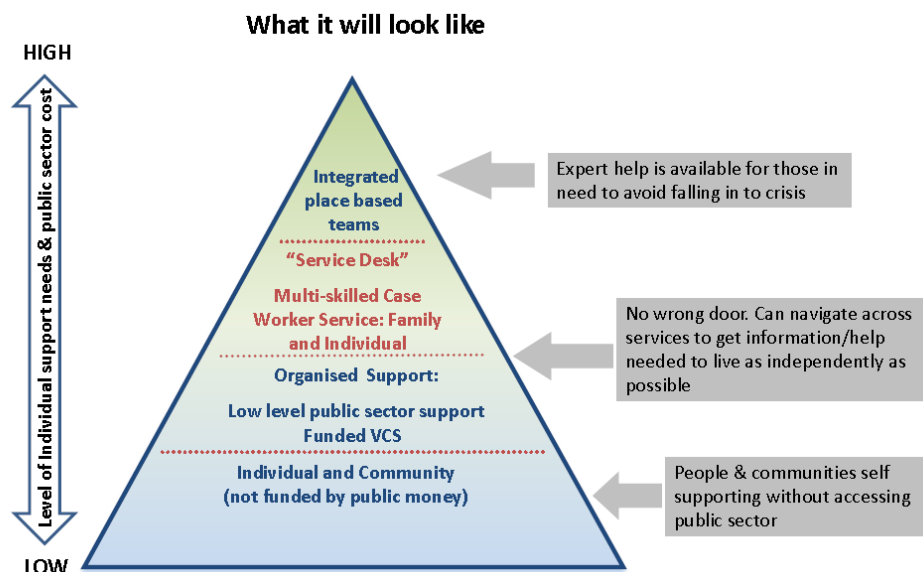
Digital by design

- We will develop our use of technology to enable us to be efficient and cost-effective in everything we do
- We are developing and implementing the countywide Digital Suffolk initiative, to improve access to information and the ability to make transactions digitally. This includes:
 - The Cloud – providing secure, resilient, and agile data infrastructure
 - Mobile working technologies – supporting new ways of working and role-based workstyles
 - Big Data – enabling service modelling and analysis by turning data into intelligence
 - Social and collaboration tools – driving business and social productivity

More efficient public access arrangements

- We will introduce customer relationship officers who will ensure our customers and residents receive the appropriate support for their needs
- We will undertake work to understand our customer base to maximise lower-cost digital access and to make sure that the ways our customers can access us are the most efficient and effective from both perspectives
- We are providing an 'open for business' approach to our business customers to make sure they get the right support

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Strengthened and clear governance to enable delivery

- We are reviewing our constitution, including contract and finance procedure rules and working arrangements, to ensure that we are able to make timely and good quality decisions for the environment that we are now operating in
- We are reviewing the scheme of delegation to enable us to move more swiftly with decision-making where appropriate
- We will understand the Councils' risk appetite and design a new risk framework and guidelines for its use that ensure we are managing our risks well

Outcomes based commissioning

- We will build the capability across the organisation to commission effectively for outcomes
- We have introduced integrated and effective electronic purchase-to-pay, contract management and tendering systems and processes
- We are introducing systems and processes to effectively manage our different categories of expenditure, ensuring that value for money is achieved and we maximise use of the local economy and collaborative opportunities

Alternative service delivery models

- We will transform the way that we work in order to reduce our costs or achieve more with our available resources, by doing things in new and different ways
- We will be more business-like and investigate commercial ways of working to maximise social, economic, environmental or financial return on our investment

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- We are developing alternative service delivery models, which may be shared with other public bodies. For example we are establishing a Shared Legal Service with other Suffolk district councils

Intelligence-based community insight

- We will enable access to accurate, up-to-date and easy-to-interrogate insights, evidence and intelligence to support our delivery of the priorities
- We will join-up the use of data, intelligence and evidence between different partners to give new insight into our communities, and their interaction with the Suffolk System, to design new approaches to the delivery of services
- We will use this to continuously review and shape our priorities and outcomes – to make sure that we are doing those things which are most needed in our communities and are able to measure the impact of what we do

Outcome-focused performance management

- We are developing a new performance management framework so that we are clear what success will look like and how we measure it, which will also enable us to have the right conversations with staff about their own performance

What will success look like?

Our organisation is able to respond and adapt quickly to changes in the external environment and our staff and councillors have been developed to have the right skills, attitude and capability to operate in an ever-changing environment.

We have an outcomes-based focus and can demonstrate what we are delivering for our districts and the wider area.

We have provided the means by which people can answer their own queries without needing to contact us, so that our reducing resources are targeted at those most in need of our assistance.

We have governance arrangements in place that enable us to operate effectively in the environment that we are working in, and we can demonstrate that we are making intelligence-based, timely decisions that take into account the Council's risk appetite.

The Councils are financially sustainable in the medium/long term.

We are operating under a range of service delivery models, both on our own and with others, that complement the needs of the service.

Case Study 10: Digital by design – IT services collaboration with Suffolk County Council

Suffolk County Council's IT department now provides strategic IT advice to our Councils and also manages the entire computer network for Babergh and Mid Suffolk, including all the desktop software, IT helpdesk and the issuing of IT equipment. This provides resilience, flexibility and consistency across both districts, using the latest leading-edge technology.

Wi-Fi has been installed at both Council buildings and staff and councillors have been issued with laptops. This means they can now work from any Suffolk County Council based building across the county, in district offices, at home on their own broadband, and even connected via their own smartphone on the train to work, anywhere, anytime.

Integrating all staff and councillors onto a single IT infrastructure has enabled staff and councillors to share calendars, book meeting rooms remotely at both sites, use instant messaging, and make staff availability and location information far more visible across the organisation.

Case study 11: Introducing Commissioning for Outcomes

The Procurement and Commissioning team has been improving the efficiency and effectiveness of the commissioning processes and systems in the last two years.

In 2014, they implemented an integrated and electronic 'purchase-to-pay' system to enable joint and effective purchasing and payment processes. In addition, an integrated approach to tendering and contract management has commenced, replacing the Councils' manual processes with electronic systems.

In the last year, joint commissioning policies and strategies have been adopted to deliver a common approach by Babergh and Mid Suffolk, and supply routes that make the most of the local economy have been developed.

The team is now in the process of developing and implementing a commissioning framework across both Councils, to enable commissioning for outcomes to become embedded.

Assets and Investments



Description

The public sector has the ability to invest, and a portfolio of assets to develop. We will maximise the contribution made by our own and other public sector land and property assets, and we will invest in new assets, in order to generate additional income and to achieve our strategic priorities.

Why is this important?

In order to replace the traditional government funding, which is rapidly reducing and predicted to disappear altogether in the next three years, we need to identify and secure new income streams.

What are we doing to achieve these outcomes? A few examples:

Property investment to generate income and regenerate local areas

- We are developing a new capital investment strategy which, when implemented, will generate additional revenue income in the short-term and capital appreciation in the mid to long-term, as well as investing in the economy
- We are also considering other commercial opportunities to acquire assets and then use them to generate income for the Councils
- We are investing the available cash balances of both Councils in relatively low risk, but higher income earning property-related financial investments and making money available for loans to businesses through the Funding Circle

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Making best use of land and buildings across the Suffolk System

- We are working with other public sector organisations across Suffolk, local authorities, health and police, to map the public sector estate, and to make this information available to all partners
- We will use this information to exploit the public sector-owned land and buildings within our area, in conjunction with our partners, for the delivery of homes and jobs, to support our communities and co-locate with other public sector bodies to provide integrated services

Manage our corporate assets effectively

- We will appraise all of the land and property assets we own, including a cost-benefit analysis and the preferred option for the use of each asset will be implemented
- We are designing a comprehensive asset management model which will be implemented this year
- We are developing an accommodation strategy for both Council's staff and councillors to ensure we are fit for the future
- We will seek to reduce our carbon footprint and make our corporate assets sustainable

Manage our housing assets effectively

- We will need to transform our approach to our tenants and housing stock to manage within reducing resources
- We are investigating and will implement short-term improvements in efficiency and effectiveness of the current housing management arrangements
- We will explore longer-term options for making best use of our housing assets
- We will seek to reduce our carbon footprint and make our housing sustainable

What will success look like?

Both Councils are financially sustainable, without direct government support, with all funding being secured from council tax, business rates and incentivised government funding, as well as from our own commercial activities.

The Councils are managing a portfolio of property assets in a coordinated and efficient way, optimising our housing assets and resources, and maximising the return on the property we own for investment purposes.

Case Study 12: Making our cash and investments work harder for us and provide more income and financial sustainability

It is recognised that a new level of commerciality needs to be embedded across the organisation to identify new opportunities for reducing our costs, for generating increased levels of fees and developing new income streams.

For example, a revised Treasury Management Strategy has been implemented, realising increased interest income for both Councils. Cash held by both Councils has been invested in relatively low risk but higher interest financial instruments such as the Churches, Charities and Local Authorities (CCLA) Property Fund and the Funding Circle.

Both Councils have also approved the investment of £25 million each into assets that will generate revenue income in the short-term, capital appreciation in the medium and longer-term and, where invested in land and buildings within the districts, will also support growth in homes, jobs and businesses.

Case study 13: Better understanding and use of our housing stock

Asset management is about the understanding, long-term planning, provision and sustainability of Babergh and Mid Suffolk's housing assets. An aligned Housing Asset Management Strategy for the two Councils has been adopted, enabling them to improve the quality and condition of the housing stock to our locally-agreed Homes Standard, and develop new homes.

The Housing Asset Management Group, which incorporates councillors and officers across a range of disciplines, has developed a viability model to identify high cost and low demand property. The model has already enabled the group to recommend disposals worth more than £1 million for re-investment in our affordable housing investment programme.

How we measure success

In 2016/17, Mid Suffolk and Babergh have core budgets of around £10 million each and provide services to approximately 188,000 residents across both Councils and a range of other stakeholders. An outcome-focused performance framework has been developed which will evaluate if we are achieving our ambitions. It will help us to measure our success at delivering key priorities within our refreshed Joint Strategic Plan.

Half-yearly reports will be produced identifying, at a Suffolk level, how our (and our partners) activities are changing the characteristics of the county and, at a district level for Mid Suffolk and Babergh, how well we are achieving the desired results and outcomes of key activities and projects. The reports will also help us to identify the impact we are having on improving community conditions and quality of life. More detailed monitoring information will also be available at a neighbourhood or community level.

Our approach is developed through the use of data and developed intelligence, ensuring that we are clear on the current position, have a compelling case to deliver an outcome, and are clear on the activities and interventions that are required over identified periods of time.

In line with the Government's efficiency, transparency and accountability agenda, we are also publishing a range of traditional input and output measures, 'facts and stats', on our website which will allow communities to self-serve and hold us to account.

The new framework will help us to be clear on:

- what we are doing and why
- what is standing in our way and how we might resolve it
- how we will deliver and with what
- how we will know if we've achieved it
- how we might improve our outcomes and what can we learn from the experience

We believe the effective management of our performance is essential so that we can demonstrate that we are delivering what is important to the community, both effectively and in the most cost-effective way.

The diagram below shows the framework we will use, and demonstrates how inputs and activities lead to outputs and outcomes, and that these should have an overall impact within our communities.

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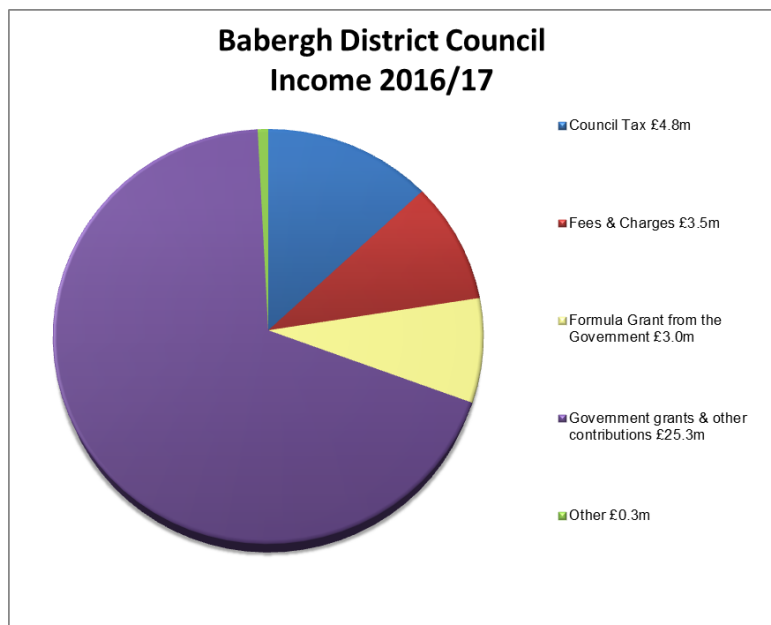


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Our new financial and business model

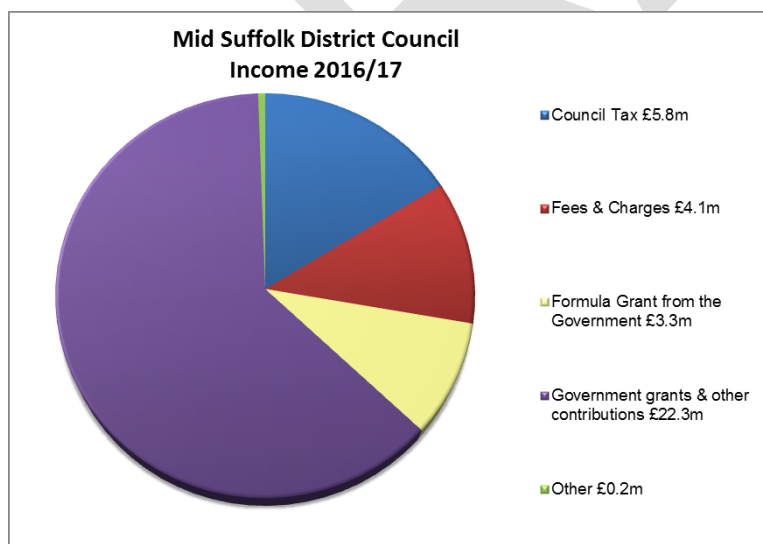
Both our Councils' funding is derived from a range of sources. The diagrams below show the breakdown of the two councils' funding sources that are built into the 2016/17 budget.

Babergh District Council



Formula grant includes £1.0 million Revenue Support Grant and £2.1 million retained business rates income. Government grants include £1.8 million New Homes Bonus.

Mid Suffolk District Council



Formula grant includes £0.9 million Revenue Support Grant and £2.2 million retained business rates income. Government grants include £2.6 million New Homes Bonus.

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The landscape of local authority funding has changed in the last three years, with the Government reducing core funding and introducing new sources of funding that are linked to policy objectives. The new sources of funding are incentivising councils to promote housing and economic growth and to integrate and transform service provision.

The Councils' core funding from the Government has reduced dramatically over recent years and will continue to do so over the next three years. For Babergh, the Revenue Support Grant is anticipated to fall from £1.0 million in 2016/17 to nil in 2019/20 and for Mid Suffolk the reduction will be from £0.9 million to nil.

In order for the Councils' to be able to continue to provide key services to the public and to be financially sustainable in the future, we are changing our business and financial model. We need to continue to reduce our running costs where possible and to increase our income from the incentivised funding sources to replace the reduction in core funding and also to develop alternative sources of income.

The way that we will do this will be guided by our Enabled and Efficient Organisation philosophy, and in detail it will involve us:

Growing the local economy, jobs and homes – To maximise our income from New Homes Bonus, business rates, rents and council tax revenue through encouraging local sustainable economic and housing growth and being 'open for business'

Investing to save and grow – To refocus our expenditure and investment and to deploy our human resources to generate savings or grow our income

Priority Based Resourcing – To ensure that all our financial and human resources are targeted on our priorities and outcomes and are used efficiently and effectively to ensure maximum impact

Sharing and collaborating - To look for and develop opportunities to increase income or derive savings through working with others

Transformation and innovation – To transform the way that we work in order to reduce our costs or achieve more with our available resources by doing things in new and different ways

Strategic commissioning - To commission services strategically so that, where we are not delivering services or undertaking our activities within the Councils, our partners and contractors are focused on and rewarded for achieving our strategic priorities and outcomes, as well as providing value for money

A business-like and commercial approach - To be more business-like and to investigate commercial ways of working to maximise social, economic, environmental or financial return on our investment

Demand management – To understand the cause of costs or income associated with the demands that our organisations face and to work with others to reduce these costs or increase income

BABERGH DISTRICT COUNCIL

From: Interim Head of Law and Governance	Report Number: S5
To: Council	Date of meetings: 26 April 2016

ANNUAL REPORT OF THE JOINT SCRUTINY COMMITTEE AND BABERGH SCRUTINY COMMITTEE 2015/16

1. Purpose of Report

- 1.1 In accordance with the Constitution, the Committee must report annually to Council on its work during the last year.

2. Recommendations

- | |
|---|
| 2.1 That the Joint Scrutiny Committee's Annual Report for 2015/16 be noted. |
|---|

3. Financial Implications

- 3.1 The main financial implications have been the costs of officer time, normal allowances for Members and Member training costs that are included in the budget.

4. Legal Implications

- 4.1 None.

5. Risk Management

- 5.1 There are no inherent risks associated with this report. The Joint Scrutiny Committee takes account of the Council's key risks when determining its work plan and carrying out its reviews.

6. Consultations

- 6.1 Members of the Joint Scrutiny Committee have been consulted on an on-going basis on topics to be included in the future work plan.
- 6.2 The review of the Scrutiny function has involved consultations with a range of Members and officers including Scrutiny Members, Leaders and Senior Leadership Team.

7. Equality Analysis

- 7.1 There are no inherent equality implications within this report. Equality analysis considerations for individual topics will be included in reports to the Joint Scrutiny Committee as the year progresses.

8. Shared Service / Partnership Implications

8.1 There are no inherent shared service / partnership implications within this report. The Joint Scrutiny Committee provides a focus for scrutinising the work of external stakeholders, service providers and partners. Shared service / partnership implications are considered as part of individual scrutiny reviews.

9. Implications for the Joint Strategic Plan

9.1 This report itself does not link directly to the Joint Strategic Plan. Links to the delivery of the Joint Strategic Plan are considered in the selection of topics for review.

10. Key Information

10.1 The role of the Joint Scrutiny Committee (JSC) is defined as having the key purposes of:

- Scrutinising the work of external stakeholders and service providers.
- Holding the Strategy/Executive Committee to account
- Being the home of “call in”.
- Being the home of Member Call for Action.

10.2 The JSC has two Joint Chairs, one from each authority and meets every 2 months, alternating location and chairing responsibilities between the two Councils.

10.3 Initial training on the role and function of scrutiny was offered for all Members. This was also covered at the first JSC meeting in June 2015.

10.4 Work plan for 2015/16

At the June meeting the JSC took part in a workshop-style discussion to probe areas for the forward plan and consider priorities for these. Items for review were considered in light of the strategic plan priorities; where the Committee could add value; avoiding duplication with any other committee or working group and ensuring where any changes had been made that significant time had lapsed before a review was undertaken. These suggestions were worked up by the Chairs, Vice Chairs and officers into a forward plan which was then discussed with the Leaders before being referred back to JSC for agreement.

10.5 The following is a summary of the Committee’s main achievements during the year:

Housing Revenue Account (HRA) Income Collection Performance

In February 2015 the JSC reviewed the impact of Welfare Reform on rent collection. At that time it was recognised the total sum of outstanding rent showed a significant increase especially at Mid Suffolk. An action plan had been put in place to improve the situation and an update was presented to the August 2015 JSC meeting to review the progress and effectiveness of the action plan. It was recognised that the position was improving with proposed and ongoing actions in place to further reduce arrears.

Corporate Compliments, Comments and Complaints

The annual corporate compliments, comments and complaints report is scrutinised by the JSC for the purpose of identifying any areas of concern which would benefit from scrutiny review. No such issues were identified this year.

Procurement and Community Value

This review was considered as part of the theme of looking at how well the Councils are supporting businesses in the Districts. The review focussed on how the current procurement policy enabled local businesses to obtain work and thus boost local economy. Revised Contract Standing Orders (adopted by full Council in October 2015) and a new Procurement Manual have been produced to provide clearer guidance on procurement.

Supporting Business Growth

Actions taken to support Business Growth were considered alongside the above review of Procurement. The work of economic development team and other Council officers in enabling the growth of the local economy through their support for businesses was examined. An external perspective of what work was valued by small businesses was sought from a representative of the Stowmarket and District Chamber of Commerce. In his view the main problems from a small business perspective were availability of skilled staff, poor broadband coverage and transport links. Any assistance the Councils could provide in these areas would be useful. The JSC wish to examine this topic further in the future focussing especially on Council assistance and support to micro and small businesses.

Homelessness

The Homelessness review was in response to Member concerns on how cases of homelessness are dealt with as well as to gain an understanding of the statutory duties. The reasons for differences in levels and reasons for homelessness were considered. Partnership working with other agencies was outlined to both avoid homelessness occurring and to deal with those unfortunate enough to become homeless.

Community Grants Project Review

The Council currently has a range of Grant Aid schemes to support activities within the community. These are accompanied with help, support and guidance to groups seeking external funding from other sources. The Community Grants Review Project is looking at how the Council can work with communities to maximise opportunities for external funding and to ensure that the Council's own grant scheme is delivered effectively, equitably, inclusively and is fully aligned to the Council's strategic priorities. At the request of Leaders and Portfolio Holders, the JSC have examined the project progress and provided critical friend input into the various phases of the Community Grants review. The JSC have endorsed the approach to assess overall external funding opportunities and develop capacity in the wider community to take advantage of this. The project is expected to be completed by the beginning of May 2016 and JSC will undertake a final appraisal subsequent to this.

Void Performance

Void time is the time between when a Council property becomes vacant and the time when a new tenant moves in. Keeping this time to a minimum is important in allowing new tenants requiring housing to be housed quickly and to provide rent income to the Council. JSC was requested to look at the area of void performance following the identification as this as an area of concern in performance reports presented to Executive and Strategy Committees. The JSC scrutinised the improvement programme which has been introduced and the progress on implementation.

Waste and Recycling

Members wished assess the effectiveness of the Council's current waste and recycling arrangements. A question and answer session was held to gain an understanding of the current arrangements and contractual commitments. This understanding will be used to identify whether there are any aspects which would benefit from a JSC review, to scope any proposed review and the timing of any potential review in order to add value.

Affordable Housing Provision

The need to deliver affordable housing and the pace of delivery emerged as key concerns to Members. JSC were briefed on the progress made with affordable housing delivery and looked at future plans to evaluate whether the Councils have the capacity and capability to continue to deliver the stretching affordable housing targets. The Committee were advised that fully funded plans are in place to strengthen the skills to meet the delivery objectives.

10.6 Work plan 2016/17

The detailed work plan for 2016/17 has not yet been established. A workshop of JSC members will be held in early May where existing proposed topics and further suggestions will be evaluated in terms of value added, strategic priorities and impact. The resulting draft work plan will then be discussed with Leaders and the Senior Leadership Team to avoid duplication with other activities and ensure availability of officer resource. The draft plan will then be presented to the full JSC.

Members are reminded that they can put forward any suggestions for inclusion in the JSC work plan at any time.

10.7 Review of Scrutiny Function

The Councils are undertaking a "Strengthening Governance" programme of work. . As part of this programme, a review of the scrutiny function is being undertaken. The approach to the scrutiny element of this programme of work is to: -

- Initially gather evidence and views from a range of internal and external "stakeholders"
- An analysis of the information and intelligence
- The development of options and a shared vision for scrutiny.

It is intended to get some external support from the Centre for Public Scrutiny for the developing options phase of the review. The Centre for Public Scrutiny is a charity whose principal focus is on scrutiny, accountability and good governance, both in the public sector and amongst those people and organisations who deliver publicly-funded services and they have wide experience in assisting Councils in developing the scrutiny function.

Scrutiny members attended an initial workshop to identify the strengths and weaknesses of the current scrutiny function and suggest ways it could be improved. These have formed part of the evidence gathering. Further involvement is anticipated as part of the options development phase.

10.8 **Networking and Best Practice**

Members of the JSC have taken advantage of opportunities to attend meetings and events both within Suffolk and across the Eastern Region. These events have afforded the opportunity to share best practice and to explore areas and topics where joint scrutiny reviews with other Councils could be beneficial. A discussion was held to identify when and how the JSC should work with other scrutineers in future.

10.9 **Babergh Scrutiny Committee**

The Babergh Scrutiny Committee met only once during the year in January when they scrutinised the annual budget and Medium Term Financial Strategy. Although concerns were raised on the 5-year plan, the Scrutiny Committee then endorsed the recommendations but asked for the comments raised to be considered including the recognition of the inherent risks in the financial approach and the need to pursue further cost cutting options.

There have been no call-ins or Councillor calls for action in 2015/16.

11. **Appendices**

None.

12. **Background Documents**

None.

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BABERGH DISTRICT COUNCIL

From: Chief Executive	Report Number: S6
To: Annual Council	Date of meeting: 26 April 2016

FOCUSED MANAGEMENT REVIEW

1. Purpose of Report

- 1.1 To enable the Council to consider a report by their Head of Paid Service pursuant to s.4 of the Local Government and Housing Act 1989 setting out the arrangements for staffing of the two Councils.

2. Recommendations

- | |
|--|
| 2.1 To note the contents of this report. |
|--|

3. Background

- 3.1 It is a statutory duty of all local authorities to provide the Head of Paid Service (the statutory designation of the role of Chief Executive) with such staff as are in his/her opinion sufficient to allow his/her duties to be performed.
- 3.2 In return, the Head of Paid Service must set out and provide details of how those resources are utilised to all Councillors. In other words, the Chief Executive has responsibility for assessing what staffing resources are required and organising them, and the Council allocates resources and holds the Chief Executive to account for delivery of their functions, and in our case, the priorities set out in the Councils' Joint Strategic Plan.
- 3.3 This statutory framework applies notwithstanding that in Babergh and Mid Suffolk the Chief Executive is shared between two Councils, and there is a single integrated workforce across two Councils. This fundamentally changes the relationship between the two bodies of Councillors and the workforce. Essentially, the Councils have the same duty to provide the Chief Executive with the resources required and must agree between them to share the costs of so doing. The Chief Executive must determine how best to organise the workforce to meet the needs of two councils and must set out and provide details of how the resources are utilised to both Councils. Both Councils must hold the Chief Executive to account jointly.
- 3.4 Over the past six months, the Chief Executive has undertaken and implemented a review focused on the resources utilised to discharge the managerial leadership (distinguished from political leadership) and management responsibilities of the two Councils – a focused management review. All Councillors were provided with details of the proposals both at consultation stage and at implementation stage.

4. Financial Implications

- 4.1 The Members agreed the parameters for the Chief Executive's focused management review at the Strategy Committee on 9 July 2015. The detailed consultation proposals and outcomes for the two phases of the review are contained within the Appendices attached to this report and detailed in section 9.
- 4.2 Councillors agreed that subject to one-off transition costs that the review would be cost neutral or better, with one-off transition costs being met from the Transformation Fund and the transition costs covered by expected savings within no more than two years. Those parameters have been met and are outlined in the table below.

One-off transition costs (£)	626,219
Core Establishment Savings (£)	443,567
Payback period (years)	1.41

- 4.3 It should be noted that implementation is still progressing and the final figures have yet to be calculated but the Chief Executive is confident from the savings and costs so far that the final implementation will be within the financial parameters set.
- 4.4 The savings have not been "banked" as part of the budget process for the reasons outlined in section 7 of this report.

5. Legal Implications

- 5.1 The Local Government and Housing Act 1989 s.4 requires the Chief Executive where she considers it appropriate to do so to present a report to Council setting out her proposals discharging her duties as the Head of Paid Service.
- 5.2 During the course of the focused management review, external employment legal advice was sought and followed.

6. Implications for the Joint Strategic Plan

- 6.1 The staffing changes set out in this report continue to develop the capacity and skills within the Councils' workforce to enable it to continue to deliver the priorities and outcomes set out in the refreshed Joint Strategic Plan.

7. The next phase of work

- 7.1 Both Councils have a huge agenda to deliver at pace, including the delivery of the Joint Strategic Plan, contribute to the Suffolk wide public services reform (TCA funded) programme and to play its full part and punch its weight in any new devolved arrangements agreed with Government, including if the process of devolution is implemented, its role as a member of a new Mayoral Combined Authority from May 2017.

- 7.2 To enable the organisation to prepare for this, the development of our workforce strategy and plan is continuing. This next phase of organisational review work is now underway linked to the refreshed Joint Strategic Plan, the work programme that will deliver the plan and the Councils' Medium Term Financial Strategies, which require a re-alignment of the work force with the available resources.
- 7.3 Essentially, funding for staffing will become less and less reliant on core grant funding (as it is predicted to reduce to nil by 2020) and will need to be linked to programmes, projects and other sources of income as the Councils' funding base changes fundamentally.
- 7.4 At this point in time, however, the Chief Executive's opinion is that the Councils:
- will require some new skills and increased capacity to enable it to deliver what is required at pace;
 - given our track record, the Councils should be confident that we will develop the talent within our existing workforce and recruit and retain new talent to meet our needs;
 - The Council will continue to use interim resourcing to supplement its own employed workforce to provide specialist, expert, and highly experienced capacity to deliver its objectives;
 - Will use funding from both Councils' Transformation Reserve to fund the necessary capacity to complete the workforce strategy, align it with our Medium Term Financial Plan and our Joint Strategic Plan and increase the pace of delivery.
- 7.5 To do this will require sustained highly effective and high quality strategic and fully networked senior leadership, working alongside the political and community leadership provided by all Councillors. Our senior leadership is no longer about directing and managing service delivery, and following the reduction in management capacity as a result of integration of the two Councils, our work force has become less management dependent.
- 7.6 Instead, our senior leadership is about working to ensure strategy and policy, pan East Anglia, pan Suffolk and within our two districts really drive positive outcomes for communities and individuals at a local level.
- 7.7 With this need in mind, and given the immediate need to work with partners to pursue the opportunities of devolution with Government, the Chief Executive's opinion is that two further proposals should be implemented:
1. The creation of a new post of Deputy Chief Executive, who working with the Chief Executive will ensure that the two Councils have the top level capacity to drive the business of the two Councils in our districts, work with partners and punch our weight to secure the best deal for Suffolk and our two districts in the devolution negotiations. This post will be in addition to the two Strategic Director posts, and;
 2. The renaming of the posts of Head of Service as Assistant Directors to better reflect the high level networked role these posts fulfil and to reinforce the need for their focus to be on outcomes as well as providing direct managerial support and direction for Corporate Managers and their teams.

- 7.8 These two changes can be implemented within existing staffing resources and will be put in place quickly given the timetable for the creation of the Mayoral Combined Authority and elections in May 2017.
- 7.9 As the complexity of the Councils' work continues to grow, the Councils will require a different and higher order of professional expertise to ensure that it has the knowhow and experience to deliver on its objectives. The focused management review acknowledged this by the creation of a new type of post – the Professional Lead. The next phase of the workforce development strategy will be targeted at growing our Professional Lead roles.
- 7.10 As the Councils' role changes, and achieving positive outcomes for our communities depends more on how we work with partners and our communities, as well as being efficient and effective in everything we do, the Council workforce will need to have the capacity and skill to connect work across the whole public service system, lead project and programmes with teams drawn from across different organisations and who can influence well beyond their own team. In other words, we will need a workforce who are capable to being leaders wherever they work in the public service system.
- 7.11 The development of a workforce with these characteristics, as well as the leadership capacity we need at a senior level will take time. For that reason, and because our delivery programme at pace requires us to manage a complex portfolio of activities concurrently, the Councils will continue to need to use interim capacity. That capacity will increasingly be linked to specific projects and outcomes and will be used to provide experience and expertise that the Council needs and to transfer skill to the Councils' own workforce. The use of interims will be more focused and will diminish as the in-house capacity and skills are developed. However, an agile and flexible organisation that we aspire to be will continue to use interims in future because it provides a mechanism for resourcing the need skills and/or capacity for specific projects and in the short term, where the Council would not wish to recruit and incur the costs/liabilities associated with permanent employment arrangements.

8. Risk Management

- 8.1 The key risk is set out below:

Risk Description	Likelihood	Impact	Mitigation Measures
Without the focused management review, the organisational capacity and capability to deliver its outcomes would be limited.	High	High	Undertake management review

9. Appendices

The appendices have been redacted to remove information of a personal and/or confidential nature to enable this report and all Appendices to be published and to remove exempt information under Schedule 12A of the Local Government Act 1972

Title	Location
(a) Building our leadership and management capacity report, July 2016 BDC	http://bdcdocuments.onesuffolk.net/assets/UploadCommittees/Committee-Reports/Reports-2015-16/R23.pdf
(b) Building our leadership and management capacity report, July 2016 MSDC	http://apps.midsuffolk.gov.uk/CMISWebPublic/Binary.ashx?Document=14129
(c) Appendix A - Review on Management Capacity – Phase 1	Attached.
(d) Appendix B – Message from the Chief Executive	Attached.
(e) Appendix C – Phase 2 Management Review Proposals	Attached.
(f) Appendix D – Outcome of Phase 2 Consultation of the Management Review	Attached.

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Chief Executive

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BABERGH AND MID SUFFOLK DISTRICT COUNCIL**REVIEW OF MANAGEMENT CAPACITY - PHASE 1****CONSULTATION ON PROPOSALS**Background

This paper outlines the proposals for the first stage in the 3 phase focused review of management capacity outlined in:

<http://bdcdocuments.onesuffolk.net/assets/Uploads/Committees/Committee-Reports/Reports-2015-16/R23.pdf>

<http://apps.midsuffolk.gov.uk/CMISWebPublic/Binary.ashx?Document=14129>

It sets out the scope and purpose of Phase 1, explains the strategic context, explores what we need from our Management Board in terms of our strategic and Suffolk wide leadership and contribution, how the corporate core of the organisation needs to function to enable all that we want to achieve and proposes some changes to our current management structure.

This paper seeks to consult with and ask for feedback from all colleagues. I am interested to hear what you think of the specific proposals in this paper but would also ask you to consider the following questions and let me have your views:

- What is the role of Management Board (Chief Executive and Strategic Directors)?
- What capacity do we need at Management Board to enable it to fulfil its strategic internal leadership function at the apex of the interface with our councillors that complements that of our Leaders and Portfolio Holders?
- What capacity is needed for the increased collaborative working with partners across Suffolk?
- Will the increased emphasis on technical corporate core and support functions, and the addition of the Head of Corporate Resources and a new post of Head of Law and Governance with specialist technical skills at Management Board help strengthen that strategic and collaborative role of Management Board?
- What functions, advice, support and expertise do you think should form the *corporate core*?
- What currently works well and what is missing or could be improved in terms of the collaborative and strategic leadership, corporate functions, advice, support and expertise?
- How do you think we could embed the necessary corporate capacity across the organisation more effectively?

Please don't limit your feedback to these questions or to the specific proposals in this Phase.

Instead, tell us what is working, what could be better and what we could do as part of this management review to make things better from your perspective?

It really is as broad as that. All ideas gathered at this stage will be considered and reflected in the Phase 1 proposals and/or be picked up in Phases 2 and 3 as appropriate.

Those directly affected by these changes are being consulted individually. If anyone wants to discuss these proposals in private, please let Kate Wallett know.

As a result of the feedback received, these Phase 1 proposals may change.

Responding to this consultation

Volunteers have already come forward to help with this work. A first meeting took place last week. More volunteers are needed. Please let Kate Wallett know if you want to get involved.

All written responses are welcome – to Kate, Amanda or Charlie please

Two meetings are being arranged for Corporate Managers during September – so feed your thoughts to your manager too.

Open house drop in sessions with Charlie have already started – if we need to organise more slots in the diary – please let Amanda know.

This consultation phase will close on 25 September.

Scope of Phase 1

Phase 1 of this review will focus on two elements of our management capacity:

- Strategic leadership at Management Board level
- Senior leadership and management capacity in Corporate core services

Corporate Core Services include all those functions that are currently within the Corporate Organisation and Corporate Resources area.

Purpose of Phase 1

Phase 1 will have both an:

- **External focus** - to ensure that our senior leadership is focused on and responds to the changing strategic and policy context in which both Councils are now working, including the increasing integration of and reform of public services across Suffolk, the need to work collaboratively with partners to deliver shared outcomes and to deliver the Government's and our councillors expectations in terms of local growth of housing and the economy and reform of local services.
- **Internal focus** – to develop the management capacity within the corporate core of the organisation, to strengthen the statutory officer functions and to provide greater specialist senior management capacity to:
 - Focus all our resources to optimise the achievement of our outcomes
 - Focus on doing business better
 - Focus on delivering best value in the corporate core of the organisation

The strategic context

Since the current Management Board and Head of Service structure was created in 2011/12, the strategic context in which Babergh and Mid Suffolk District Councils operate has changed fundamentally:

- Both councils continue to strive for ever greater integration of their policies and operations where that is consistent with their individual ambitions and objectives
- Public services across Suffolk are being transformed to deliver better outcomes for less resource with collaboration and joining up of activities across the whole system
- The Government is driving economic and housing growth to ensure that more people become more prosperous and self-reliant and there is less demand for public services

The two councils are clear about their priorities and have a joint Strategic Plan. However, the recent change of political control at Babergh and new national government mean that our plan will need to be reviewed and refreshed. The Councils' medium term financial strategy will need revising in the light of the July 2015 budget announcements and the Comprehensive Spending Review in November this year. Against this backdrop the pace of delivery of programmes and projects will need to increase and our day to day services will need to be delivered more effectively and efficiently. Our core funding from Government will continue to reduce, the need to generate new forms of income will increase and we will need to use our resources even more wisely in future.

This first phase of the review of our management capacity aims to provide the senior strategic managerial leadership capacity to work with the Leaders, Portfolio holders and all councillors to develop and drive delivery of strategic outcomes in collaboration with partners across the whole Suffolk system.

The corporate core

We are a complex organisation working within a complex environment. In order to deliver quality outcomes with reduced resources, the corporate organisation needs to function highly effectively and efficiently. The whole organisation needs to function as a single entity with a focus on our strategic outcomes embedded in everything we all do. There needs to be a way of doing things, the systems, the processes, the facilities, the advice and expertise that drives efficiency, effectiveness and positive impact from everything we do.

The "corporate core" of the organisation is not limited to centralised corporate support services. The corporate core is about all those things that go on within an organisation that affect us all, which need to work properly to **enable** us to do what we all need to do.

These include:

- How councillors and the workforce work effectively together
- How we take decisions – formal and informal, members and management
- How we make sure those decisions are properly informed by intelligence and insight
- How we work with our communities and serve our customers and citizens
- How we organise ourselves – working flexibly and being agile and responsive
- How we use our resources – finance, assets, people

- How we develop our capacity and skills
- How we ensure we meet all our legal obligations and do things properly
- How we use technology and take advantage of digital opportunities
- How we collate and use our information
- How we communicate within and beyond our organisation
- How we engage and involve others in our activities
- How we manage risks and assure ourselves that we are operating properly

Phase 1 also focuses on the management and leadership capacity in our corporate core and seeks to answer these important questions.

What needs to change?

The capacity within the corporate organisation and corporate resources need to be more closely linked and embedded within the strategic outcome focused activity in the place and people directorates. Every activity aimed at improving outcomes needs to be informed and supported by highly effective internal corporate services, systems, processes, advice and expertise. Currently, there seems in places to be a disconnection between corporate core services and support and the front line.

Taking current opportunities

██████████ has decided to leave Babergh and Mid Suffolk Councils at the end of September. ██████████ has spent over 25 years with Babergh and has been a key member of our integrated leadership team since 2011. ██████████ has led some key projects and has built up expertise, knowledge and experience which he is now keen to use in a new environment.

██████████ decision and ██████████ recent resignation provide an opportunity to reshape the Management Board and to build some core corporate specialist capacity at that level to work alongside the Strategic Directors.

The proposals at Phase 1

The Phase 1 proposals are shown on the attached structure diagrams and are as follows:

- To remove the post of Strategic Director – Corporate
- To change the Strategic Director “Place” and “People” job titles. There will be two generic Strategic Director posts – each with a focus on outcomes for places, communities and people with each retaining their leadership responsibility for services (to be reviewed at Phase 2 as necessary) but working collaboratively to lead delivery across the whole organisation
- To remove the post of Head of Corporate Organisation
- To remove the post of Corporate Manager – Legal
- The Corporate core will be led by:
 - The Chief Executive (Head of Paid Service)
 - Head of Governance and Law (Monitoring Officer)
 - Head of Corporate Resources (s.151 Officer)

These are the statutory officer posts responsible for ensuring the proper working of the organisation. The post-holders in s.151 and Monitoring Officer roles will require the appropriate public finance and legal qualifications.

These will be senior level leadership and commissioning roles – responsible for developing the corporate core functions that will drive a high performance and an efficient and effective organisation that optimises the use of all its resources – human, financial and physical – to ensure that it functions in a streamlined way and it has the capacity to drive change and transformation.

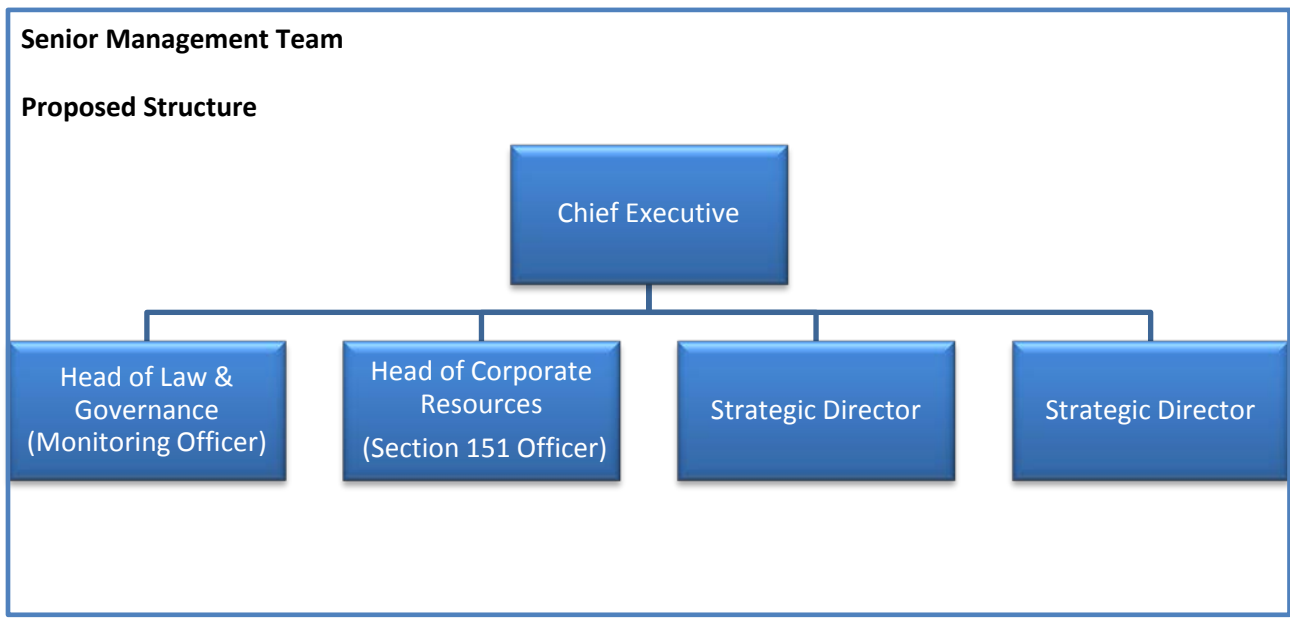
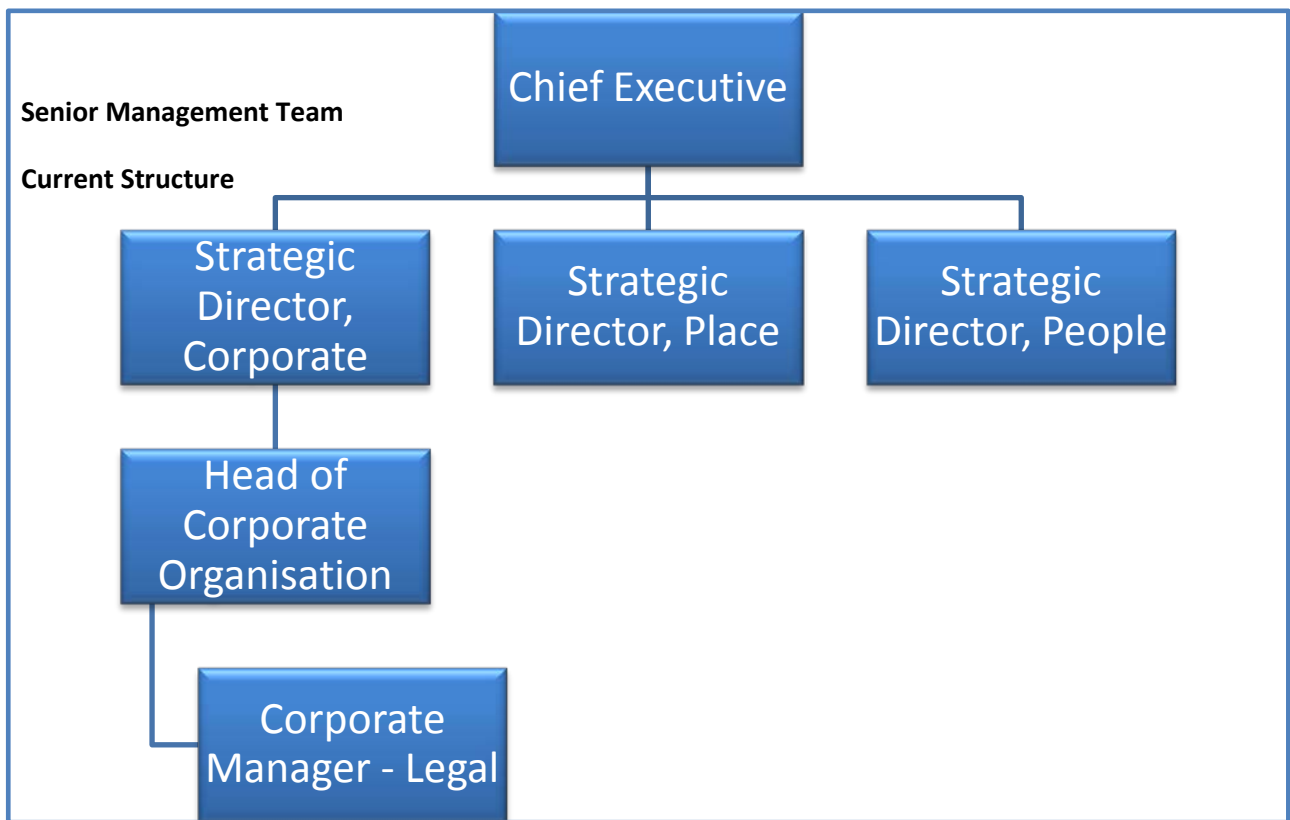
The functions that would sit within each post's remit will be developed and refined during Phase 2. However, during the continuation of Phase 2 and 3 and subject to agreeing the detailed transition arrangements following consultation the new Head roles will take responsibility for the following functional areas:

- Law and Governance – Governance, Legal, Elections, Project and Programme Management, Business Improvement, Audit and Risk Management, Communications, Commissioning
- Finance and Resources – Finance, Revenues and Benefits, ICT, Information Management, Customer Access, HR/OD and Asset Utilisation

Both Head post-holders will be members of the Management Board and would work closely with the two Strategic Director posts as well as the Chief Executive.

Charlie Adan

26 August 2015



MESSAGE FROM CHARLIE - OUTCOME OF PHASE 1 CONSULTATION OF THE MANAGEMENT REVIEW

We have concluded the consultation for phase 1 of the Review of Management Capacity. I was enthused and delighted by the amount of people showing commitment into the future of the organisation and offering thoughtful and well considered feedback. The feedback received has proved insightful in terms of the changes we have achieved over the last three years and where we still have opportunities to develop.

The purpose of the management review is to make the best use of our resources within the context of devolution, latest government initiatives, our strategic priorities and delivering core services with less core revenue funding.

Feedback from Phase 1

A significant majority of the feedback was wider than the changes recommended within the initial phase 1 proposals. What emerged from the feedback were two different themes, changes that relate to structure and those that relate to the wider development of the organisation.

1. How we organise ourselves and structural issues made up about 10% of the change needed, including aspects such as:
 - Organising the work so areas are better connected, where tight groupings are required and overcoming disconnects
 - Aligning resources around the 'work' of the councils to enable both collaboration and a strong focus to deliver strategic outcomes and services
 - The Head of Service team, design, focus and impact of the roles
 - Strong support for the leadership roles outlined within the corporate core of Chief Executive (Head of Paid Service), Head of Law and Governance (Monitoring Officer) and Head of Corporate Resources (s. 151 Officer).
 - How to mitigate the impact of proposed changes at phase 1 on the operational management within the corporate core

2. The wider aspects of organisational development made up around 90% of the change needed, some of the key themes included:
 - Better opportunities to develop the technical management skills within the organisation
 - Develop clearer, concise and focused communications
 - Consider how we increase focus and impact of our resources
 - The number and focus of projects
 - Amount of work matching the organisational capability and capacity
 - A more comprehensive sense and understanding where we are heading (acknowledging the emerging nature of our organisational context)
 - Developing a shared sense of learning, success and achievement
 - Acknowledging a developing culture that supports change, empowerment and collaboration, yet also how to maximise and focus resources, develop sense of personal role and responsibility (how the jigsaw fits together)
 - Increasing the linkages and strengthening the enabling role of the corporate core functions

Outcome of Phase 1

As a result of the feedback, I have decided to implement the key changes proposed within phase 1 which are:

- Removal of the posts of Strategic Director – Corporate, Head of Corporate Organisation and Corporate Manager - Legal
- The corporate functions to be led by the two statutory officer roles of Head of Law and Governance and Head of Corporate Resources
- Change of job titles from Strategic Director ‘Place’ and ‘People’ to Strategic Director

The functions that sit with the Head of Law and Governance, and Head of Finance and Resources will be developed and refined in the next phases. Based on initial feedback the interim functional responsibility will be as follows:

- Law and Governance – Governance, Legal, Elections, Project and Programme Management, Business Improvement, Audit and Risk Management, Communications and Commissioning
- Finance and Resources – Finance, Revenues and Benefits, ICT, Information Management, Customer Access, HR/ OD and Asset Utilisation

These changes will be effective from Monday 2nd November 2015.

██████████ who held the post of Head of Corporate Organisation, will be remaining with us to support the transition, with the possibility of an alternative role becoming available during the next phases.

These changes are with the understanding that some of the feedback received will be incorporated into the design of the next phases.

Next Phases

The purpose and focus of the review remains the same, which is to fine-tune the organisation and continue to develop the organisation from within through supporting the workforce to embrace change.

We recognise this can be an unsettling time and are aiming to strike a balance between being quick to communicate and developing well-considered proposals. Therefore based on feedback we are going to incorporate all structural changes within the phase 2 and the skills, learning, personal and organisational development aspects within phase 3. Using the feedback received so far we will shape a proposed management structure for consultation.

In the next 4 weeks, communications on the proposed management structure will start:

- Firstly, with individuals directly affected by the proposals
- Secondly, to individuals and teams indirectly affected, such as proposed changes to their management
- Thirdly, the wider organisation

As required the two leaders and members will be communicated with by myself. Throughout we will continue to work closely with the unions to ensure we are fair and supportive to individuals affected.

Message from Charlie – Phase 2 Management Review Proposals**Purpose**

The purpose of the management review is to ensure we have the right management capacity with the right skills to provide the right leadership. This is critical in creating the right conditions to lead our people and manage our resources to best effect to achieve the councils' ambitions. This is within the context of devolution, a programme of public service reform, integration and transformation across Suffolk, latest government initiatives, our strategic priorities and delivering core services.

The proposals are closely related to the Joint Strategic Plan refresh, updating of our Medium Term Financial Strategy (MTFS), agreeing the budget for 2016-17 and re-shaping of our delivery programme, projects and plans to ensure our resources are aimed at achieving the best outcomes for the people and places in Babergh and Mid Suffolk.

Proposals

The proposals build on the feedback and discussions from the initial phase 1 changes, and further assessment and analysis with the Management Board and other colleagues. Phase 2 focuses on the aspects of organisation design and structure. Phase 3 will address the wider organisational development aspects and will follow in the New Year.

In developing the proposals, the key outcomes in phase 2 are to:

- Continue to develop an organisation which is agile and adaptable, where people are increasingly networked both internally and across the Suffolk system
- Organise work so key areas that overlap are better connected, and to create tight groupings of activities where required to strengthen linkages across the organisation.
- Align and focus resources to the outcomes of the councils to enable both collaboration and a strong focus to deliver strategic outcomes and services
- Create senior leadership that is similarly outcome focused and has a real positive impact
- Consider the implications of proposed changes on operational levels within the organisation

The reviewed structure

The structure diagrams show two aspects of the proposed organisational design. Diagram 1. shows the classic organisational chart with reporting (for pay and rations), diagram 2. shows how we envision the organisation working – as a networked organisation. This reflects the need to develop the organisation and roles with a strong outcome orientation. No single service area can deliver outcomes alone – many activities overlap and will need to function in a joined up way to maximise impact from available resources.

The key overall structural changes are:

1. Development of a new **Senior Leadership Team (SLT)** which replaces the Management Board and Heads of services teams. This will comprise of the Chief Executive, Strategic Directors, Statutory Officers and Heads of Service. This aims to align resources against outcomes and support the effectiveness of leadership and decision making by minimising the organisational layers.

2. Re-alignment and re-organisation of specific areas within the **Corporate Management Team (CMT)** to focus on strategic priorities, maximise efficiency, and align resources against emerging outcomes and create better groupings and linkages.
3. The savings within the SLT and CMT levels within the organisation provide the opportunity to re-invest:
 - a) In a targeted layer of **senior professionals, service managers and team leaders**. The proposals at Phase 2 include 2 of these posts, Professional Lead – Housing Enabling, Professional Lead – Key Sites and Infrastructure
 - b) A flexibly resourced **programme and transformation capacity**. This will enable us to build in house capacity and reduce our use of interim resource where permanent capacity is unnecessary. One such post is proposed as a 2 year Fixed Term Contract in Phase 2 – CM Public Access Transformation.

Phase 3 will build on these proposals.

Financial Implications

It was agreed, with councillors, that subject to one-off transition costs, the focused management review would be cost neutral or better, with transition costs being re-couped within 2-3 years. These Phase 2 changes mean we are on track in this regard.

The further work at Phase 3, to develop capacity as set out in the proposals (at paragraph 3 a and b above) will seek to develop additional senior capacity within the financial parameters set for the focused management review. Some of that additional capacity will be funded from one-off or temporary funding, where the cost/benefit and/or business case for any such capacity warrants it. The full financial implications of the review will be reflected in our 2016-7 budget and our MTFs.

An innovative solution to our senior capacity in ICT and digital strategy and transformation is to co-opt [REDACTED], Head of CIO Architecture and Design, Suffolk County Council to be a member of our new SLT. This will be an integral part of our existing ICT arrangement with SCC, ensuring we have the right high level technical and strategic expertise in the SLT. It will enable us to continue to align our digital strategy and delivery with the County Council and others to further the Suffolk public service reform agenda.

Communications and Next Steps

Communication on the proposed management structure has been:

- Firstly, with individuals directly affected by the proposals
- Secondly, with individuals and teams indirectly affected
- Thirdly, the wider organisation

Communication with the two Leaders and councillors will continue as required. Although as Head of Paid service it is my responsibility for the management structure, I am keen to hear the views of members as it is important that the management structure reflects the political administration's priorities and has the confidence of Council members.

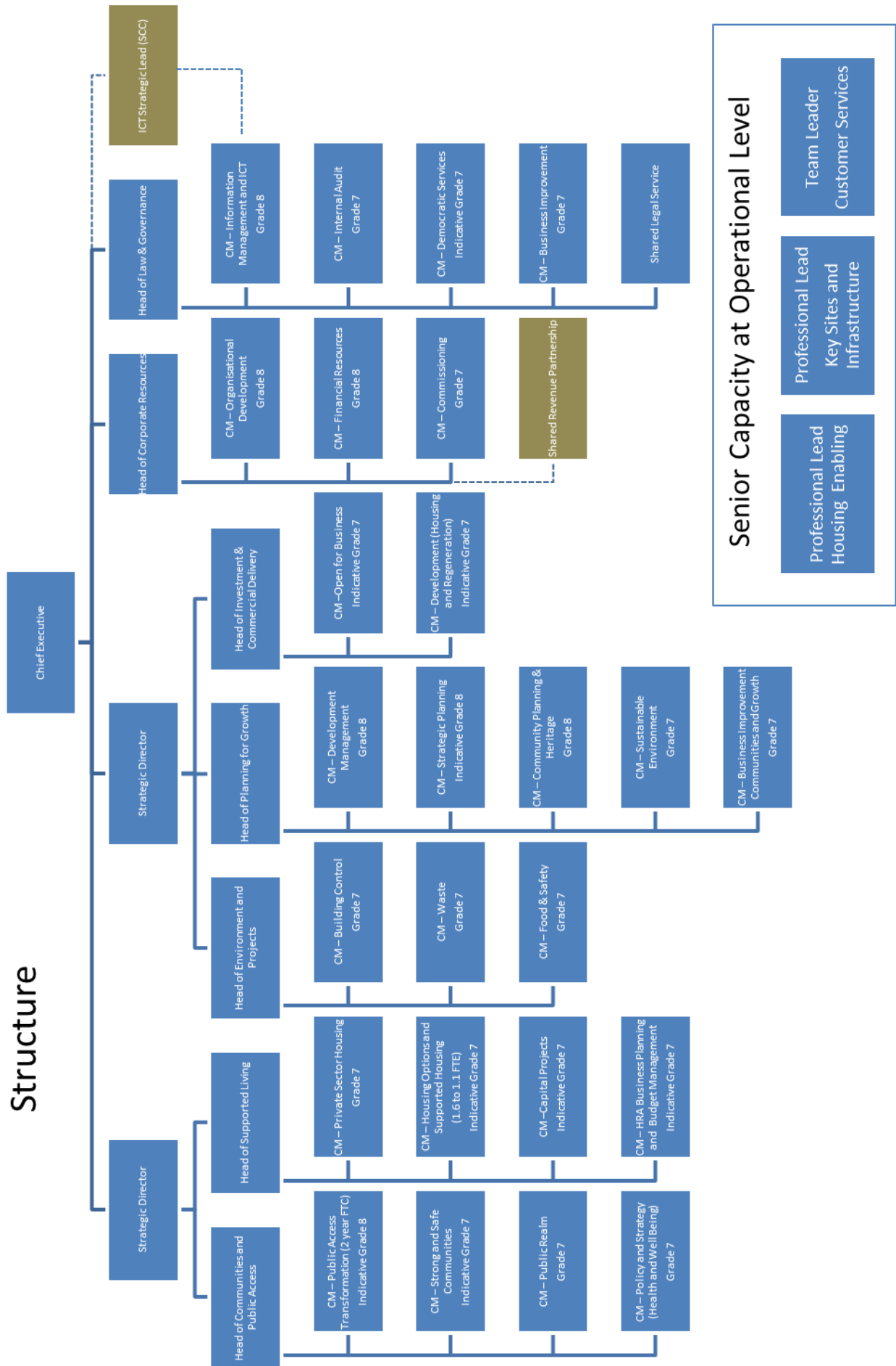
Throughout we will continue to work closely with our union colleagues.

Consultation with individuals directly affected started this week and the consultation will close on Monday 4th January. We feel it is important that the individuals concerned have time to reflect and have opportunity to feedback. Team briefings have also been held with teams whose line

management is potentially affected. During the consultation we are continuing to develop the team reporting lines. We would welcome feedback from the teams and the wider organisation on the proposals and the team reporting lines, please send comments through to either Amanda Betchley or Tracy Huckfield (Interim HR Business Partner).

Role	Role Focus
Strategic Leadership Team	<p>Working closely with members to deliver the strategic leadership and direction of the organisation. The SLT aims to provide a cohesive and coherent leadership impact within the organisation. They are collectively responsible for creating the organisational conditions that enable the organisation to achieve its strategic outcomes and priorities.</p> <p>The chief executive, strategic directors and heads have distinct roles within the SLT. The role of SLT in leading and influencing externally across the Suffolk system will be critical in making best use of resources and maximising the impact of public sector resources both across the system and internally.</p> <ul style="list-style-type: none"> • The chief executive, with strong and productive relationships with the leaders and members, will provide the vision and leadership for the organisation • The strategic directors corporately set the pace of transformation internally, providing thought leadership and strategic leadership across the councils. Their role will encompass working across the wider Suffolk system at a strategic level • The heads of service lead specific focus areas for the organisation, working cross organisationally to translate strategy into operation. These roles are a blend of commissioning, designing and transforming services, maximising resources, improving services and supporting the delivery of cross-cutting projects, delivery groups and networks
Corporate Management Team	<p>The Corporate Management Team is collectively and individually responsible for leading and managing the operational delivery within the organisation and to use resources to drive change and transformation of our operational services to meet strategic objectives.</p> <p>Their role in leading and supporting the ODTs to deliver outcomes will be key. This will involve working across a networked organisation and system to influence, ‘resource weave’ and innovate.</p> <p>They will maximise their team’s technical expertise, working collaboratively and constructively within the organisation</p>
Senior Professional, Service Managers and Teams Leaders	<p>This is a critical element of the organisation as we continue to transform into the future.</p> <p>A key impact will be to support the organisational effectiveness and the achievement of its strategic outcomes. This group with their depth of specific knowledge and expertise will work in a collaborative and cross-organisation approach within our networked organisation.</p>
Programme Management and Transformation	<p>This provision will be a mixture of temporary and permanent post holders with an aim to develop a strong in house capacity. Developing the organisation’s capability to transform, new models of working and projects in line with an agile approach.</p>

Proposed Management Structure



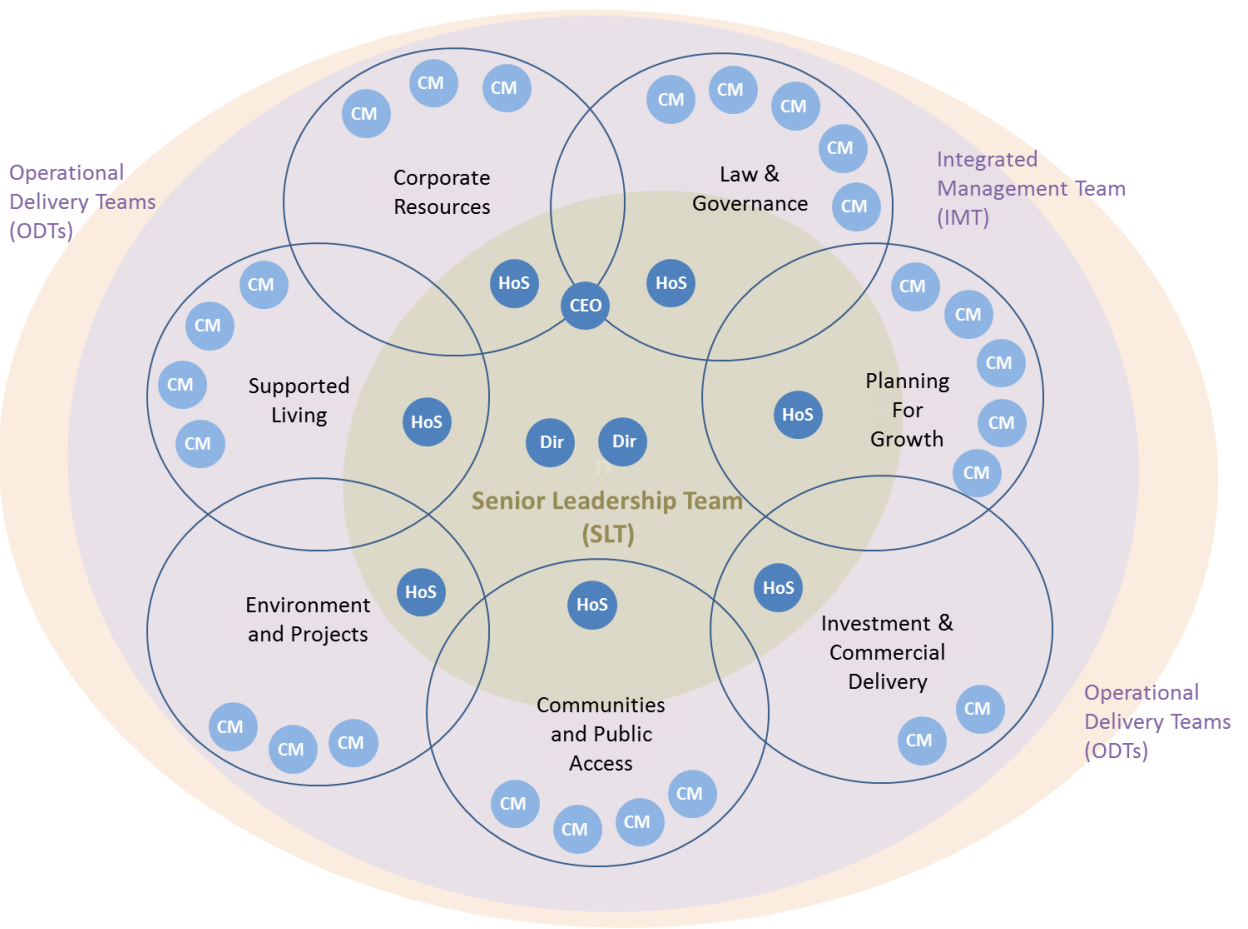


Table 1. Posts at risk which are ring fenced

Within the proposal, a number of posts are changing, merging, being reorganised and /or realigned, to better enable us to deliver our strategic aims. These roles and the rationale for the proposals are detailed below. They are ring fenced for the people who are currently in the roles, where 80% or more of their current role will be contained within the new role.

Table 2. Posts at risk with no ring fence

Our future direction and strategic aims require us to refocus our resources or devolve activities or realign responsibilities with new and different key areas across the organisation to achieve greater efficiency or cohesiveness and support of activities. Where this is proposed, some roles will be removed from the structure. While there is no direct pool of ring fenced new posts proposed for the individuals affected by these changes, there are new opportunities which may provide some opportunities for redeployment.

Table 3. Ring fences

Where posts are ring fenced, the ring fenced posts are outlined in this table.

Table 4. Posts with no substantial change

These posts are not subject to any structural changes as part of this proposal. However ways of working will be developed to ensure everyone across the organisation can operate in a networked way. This will include working with key individuals or within teams, which do not necessarily sit within their reporting line or even their department, to enable the agility and flexibility we are aiming for and to tap into the skills and talents we have within our workforce, using these to not only deliver our future strategy but also to develop our people. The Shared Revenue Partnership arrangements will remain unchanged.

Table 5. Posts with change in line management

A key continuing aim of the design of the integrated management structure was to create an agile and flexible organisation. As the public sector role (what and how we do it) continues to change at an ever increasing rate with new delivery models, the roles within our organisation have and will continue to evolve. This is reflected in the roles in the table with the outcomes and purpose of the roles remaining largely the same, yet with an increasingly networked organisation approach and potentially a continuing evolution of what the role is directly responsible for. One such move in responsibilities is leisure services. Both Councils have indicated the need to conduct a strategic review of leisure services across the two districts, this will be a major project and therefore will sit within Environment and Projects.

Table 6. and Table 7. New posts

To enable the councils to achieve the strategic outcomes and priorities, the new posts are focused on providing the capacity and capability to take the organisation into its next phase of development. Some of the posts are ring fenced or slot ins if 80% of the existing role will be contained within the current role.

Table 1. – Existing posts being placed at risk which are ring fenced

The posts below are at risk and ring fences are detailed in table 3.

Posts at Risk	Rationale for proposal
Head of Economy	Economic and housing growth is a critical area for our organisation. This is reflected in the proposed strengthening and re-designing of this area including an increased focus on delivery and investment
Head of Economy (Planning Sustainable Growth)	As above
Head of Economy (Investment and Development)	As above
Corporate Manager Housing Options	Creation of new role – Corporate Manager Housing Options and Supporting Housing. A new housing model will be needed in the future, proposed changes give an opportunity to rationalise resources at management level
Corporate Manager Supported Housing	As above
Corporate Manager Safe Communities	Creation of new role – Corporate Manager Safe and Strong Communities. New role gives the strategic alignment to the newly shaped safe and strong group under the health and well-being board. Following the intelligence that we are in two of the safest places to live, this change reflects our need to focus our resources on building community capacity and engaging communities in growth
Corporate Manager Strong Communities	As above
Corporate Manager Strategic Housing	To meet future strategic challenges, a local Housing Strategy needs to be developed to align with the Economic Strategy, local spatial planning and infrastructure delivery. Development advice needs to be separated following governance advice and enabling activity needs to align to supported living and the delivery of the Health and Housing Charter
Corporate Manager Economic Development and Tourism	Creation of new role – Corporate Manager Open for Business. Reflects renewed organisation focus on being open for business and driving purposeful business relationships and economic growth. A new local Economic Strategy needs to be developed in the Strategic Planning role which will drive the activity and link to the Suffolk and New Anglia growth plans. This new role will retain responsibility for licensing as a key part of business growth work.
Corporate Manager Licensing	As above
Corporate Managers Development Management	Recognition that the organisation will require in the future, clear integrated leadership and approach, to develop and deliver on the growth agenda. The focus will be on delivery of a fast and efficient service to deliver the strategic ambition of both authorities
Corporate Manager Elections and Electoral Management	Creation of new role – Corporate Manager Democratic Services. The proposed change gives opportunity to rationalise at management levels and bring closer elections and committee teams. It will also enable the development of robust governance and decision making
Corporate Manager Governance	As above

Table 2. – Existing posts being placed at risk with no ring fence

Posts at Risk	Rationale for proposal
Corporate Manager Asset Management	New approach proposed, re-designing and separating out commissioning and contract management for capital projects, responsive repairs and budget management for General Fund and Housing Revenue Account.
Corporate Manager Spatial Planning Policy	The role and purpose of spatial planning has changed. The future direction and creation of a new role will connect Economic strategy, Housing strategy, spatial planning and infrastructure development with a strong focus on delivery
Corporate Manager Business Improvement (Place)	Opportunity for efficiency saving with post vacant and work being re-designed
Corporate Manager Communications	A new approach for communications is proposed with internal communications and staff involvement becoming part of Organisational Development as this aligns OD work. Community and external communications will become part of the Strong and Safe Communities team to facilitate better engagement between the organisation and our communities.
Corporate Manager Asset Utilisation	New approach proposed to assets and investment. Specific advice will be commissioned to develop an investment strategy and delivery model
Corporate Manager Housing Revenue Account	New approach proposed to the work previously done in this area. Sites development and viability will be part of the generation and development role. The approach will develop on income management, business planning and budgetary control for all HRA capital expenditure being aligned together due to the challenge in delivering a viable business plan for the future

Table 3. - Ring fences

New Posts	Posts 'ring fenced' to the posts listed in the column to the left
Head of Planning for Growth	All Heads of Service placed at risk
Head of Investment and Commercial Delivery	All Heads of Service placed at risk
Corporate Manager Strong and Safe Communities	<ul style="list-style-type: none"> • Corporate Manager Strong Communities • Corporate Manager Safe Communities
Corporate Manager Open for Business	<ul style="list-style-type: none"> • Corporate Manager Economic Development and Tourism • Corporate Manager Licensing
Corporate Manager Housing Options and Supported Housing	<ul style="list-style-type: none"> • Corporate Manager Housing Options • Corporate Manager Supported Housing
Corporate Manager Democratic Services	<ul style="list-style-type: none"> • Corporate Manager Elections & Electoral Management • Corporate Manager Governance
Corporate Manager Development Management	<ul style="list-style-type: none"> • Corporate Manager Development Manager (2 posts)
Professional Lead – Housing Enabling	<ul style="list-style-type: none"> • Corporate Manager Strategic Housing

Table 4. – Posts with no substantial change and job matched

Post in proposed structure	Existing post job matched (slot in)
Corporate Manager Private Sector Housing	No change
Corporate Manager Heritage and Community Planning	No change
Corporate Manager Waste	No change
Corporate Manager Food and Safety	No change
Corporate Manager Organisational Development	No change
Corporate Manager Internal Audit	No change
Corporate Manager Business Improvement (Corporate)	No change
Corporate Manager Financial Services	No change
Head of Corporate Resources	No change
Head of Supported Living	Head of Housing
Head of Communities and Public Access	Head of Communities
Head of Environment and Projects	Head of Environment
Corporate Manager HRA Business Planning and Budget Management	Corporate Manager Tenant Services
Corporate Manager Sustainable Environment	Corporate Manager Environmental Protection
Team Leader Customer Services	Corporate Manager Customer Services
Corporate Manager Policy and Strategy (Health and Well Being)	Corporate Manager Healthy Communities

Table 5. - Roles unchanged, but moving areas

Role	Moving areas and rationale
Corporate Manager Business Improvement (People)	To Planning for Growth to support community planning and growth
Corporate Manager Building Control	To Environment and Projects in line with current work to develop and deliver a new model for building control for the future
Corporate Manager Public Realm	To Communities in recognition of connection of work between Public Realm and communities. This aims to join more closely work around community assets to maximise community capacity, health outcomes and cost reduction
Corporate Manager Information Management and ICT	To Law and Governance , in recognition of the increasing role information governance will take in the future
Corporate Manager Commissioning	To Corporate Resources grouping people, financial resources and commissioning closely

Table 6. – New posts with ring fence or slot in

New Role	Rationale for proposal
Head of Planning for Growth (Ring fenced)	Reflecting organisation's strategic outcomes and priority focus on creating the conditions for growth and ensuring the delivery of both housing and employment opportunities.
Head of Investment and Commercial Delivery (Ring fenced)	New role reflecting the organisation's strategic outcome and priority focus on economic growth and securing investment returns
Corporate Manager Strong and Safe Communities (Ring fenced)	New role gives the strategic alignment to the newly shaped safe and strong group under the health and well-being board. Following the intelligence that we are in two of the safest places to live, this change reflects our need to focus our resources on building community capacity and engaging communities in growth
Professional Lead – Housing Enabling (Ring fenced)	New professional lead role. The development of a Local Housing strategy will be led by the new strategic planning role. This role will need to part of the delivery of this strategy by securing tenures and types of homes in new development as well as helping the organisation to deliver on the Suffolk Health and Housing Charter.
Corporate Manager Democratic Services (Ring fenced)	Corporate Manager Democratic Services. The proposed change gives opportunity to rationalise at management levels and bring closer elections and committee teams. It will also enable the development of robust governance and decision making
Corporate Manager Open for Business (Ring fenced)	Reflects renewed organisation focus on being open for business and driving purposeful business relationships and economic growth. A new local Economic Strategy needs to be developed in the Strategic Planning role which will drive the activity and link to the Suffolk and new Anglia growth plans. This new role will retain responsibility for licensing as a key part of business growth work
Corporate Manager Housing Options and Supported Housing (Ring fenced)	A new housing model will be needed in the future, proposed changes gives an opportunity to rationalise resources at management level
Corporate Manager HRA Business Planning and Budget Management (Slot in)	Developing the work already started on financial management and income strategy. This role will oversee the Housing Revenue Account and financial management to enable the organisation to maximise the strategic value of the housing stock.
Team Leader – Customer Services (Slot in)	Being excellent in our delivery of customer service is a vital part of the organisation. The purpose and focus of this role is to effectively lead and manage the customer service operations.

Table 7. – New posts open to competition

New Role	Rationale for proposal
Corporate Manager Capital Projects	The role will focus on the commissioning and contract management for capital projects. Separating the budget management from the commissioning and contract management will strengthen our governance
Corporate Manager Strategic Planning	The future direction and creation of a different role will connect economic strategy, housing strategy and infrastructure spatial planning to enable the council to deliver on their new priorities
Corporate Manager Development (Housing and Regeneration)	This is a new role to lead on our development work both for housing and commercial/ regeneration schemes. It will combine the use of assets with the new delivery of schemes
Professional Lead – Key Sites and Infrastructure	A key strategic focus is creating the conditions for growth for Babergh and Mid Suffolk. This role will focus on enabling, influencing and providing professional expertise to increase our effectiveness of delivering key sites
Corporate Manager – Public Access Transformation (2 year FTC)	Public Access Transformation is a critical part of transformation. The purpose of the role is to bring in transformational and change expertise to design and deliver a radically new model of Public Access over the next two years. The role will encompass working with the external network on the strategic public access agenda across the Suffolk system.

MESSAGE FROM CHARLIE - OUTCOME OF PHASE 2 CONSULTATION OF THE MANAGEMENT REVIEW

Phase 2 of Management Review consultation closed on the 4th January. The amount of feedback and engagement with individuals and teams throughout this process with Lindsay, Mike and me has been heartening and shown a real passion about the future of our organisation. The feedback has been well thought through and has shared different insights and perspectives into the proposals both in Phase 2 and providing some thoughts to help us shape the next phase of our development work.

There has been talk of Phase 3 of the review but in fact, what will now follow will be firstly, the implementation of the Phase 2 final proposals described in this paper and secondly, a comprehensive programme of further work. This work will ensure that we build the capacity, skills, productivity, efficiency and effectiveness needed in the organisation to deliver our councillors' strategic objectives at an increased pace, improve outcomes for our communities and ensure our sustainable future. That will not be a single phase of work but will be an ongoing programme over coming months and years.

Our starting point for the management review was to take stock and review our management capacity to ensure we have the leadership and management capacity to make the best use of our resources within that broad context. We know that our future sustainability depends on delivering our Medium Term Financial Strategy (MTFS) and that in turn is dependent on delivery of our refreshed strategic plan objectives which councillors will be asked to agree in the next few weeks. The management review is part of the development of an organisation best placed to deliver these.

This document focuses on:

- The themes from the feedback received during the consultation
- The changes from the proposal as a result of the consultation
- Next steps

Feedback themes from Phase 2

The overall feedback was that the changes reflected the right direction of travel for the organisation and it is a necessary next step for the councils. The feedback fell into the following themes:

- The networked organisation:
 - The general feeling was that most people supported the networked way of working and recognised that for the essential working within the 'Suffolk system' this will be key.
 - There is recognition that we will increasingly need to work across numerous parts of the organisation and the wider system to achieve outcomes. Therefore the network model, although it will be challenging, is the right approach and that we will need to support individuals, teams and the organisation to work in this way. We will increasingly see all of us working with different individuals and teams across the organisation to jointly achieve outcomes.
 - Although there was a recognition that more people are working across the organisation and less within service areas, there is still an ongoing need to develop understanding of what and how to do this in practice. This will be picked up in our ongoing organisational development work.

- Groupings and linkages of functions:
 - The feedback offered views of where functions could be better grouped or needed to work closely (linked) with other functions.
 - There were multiple and differing views about where the particular functions could sit. When reviewing the feedback, we explored where the function sits, how it will need to work across the organisation and wider system and how the network model would work in practice. However, the linkages and how people work with one another are the most critical in making our organisation effective.
 - When new managers are in post, the Senior Leadership Team will work with the wider management team and ODT colleagues to explore whether functions are allocated across the team in a way that best supports the network model and provides a balanced distribution of direct line management functions.

The impact on teams of the changes in terms of management and function:

- Particularly in cases where teams and functions are affected by the proposals the feedback showed significant thought and consideration.
 - We recognise that confirming moves for some teams will be relatively quick and straightforward. However, where individuals work across several teams or services and their team has been re-designed or functions split, we will be working with teams and individuals in the implementation of these changes and beyond to manage the transition to the new arrangements effectively, ensuring cohesive team management and support and to facilitate the network model.
- Creating the right capacity and capability
 - This was a key area of feedback. There was a contrast; some management areas viewed as over-resourced in the proposals and others in the short or medium term under-resourced or not resourced in the right way to deliver the councils priorities.
 - However, the feedback was supportive recognising that we need to explore more fully the capacity and skills needed in each area to deliver priorities and outcomes. The feedback was not in any way negative and was cognisant of the need to work through a range of valid yet competing priorities.
 - The changes at Phase 2 have delivered savings in the cost of management. Our councillors want us to develop our ability to deliver at pace so those savings alongside one-off transformation funds (where the business case can be made) will be reinvested to build that capacity. This means that provided we continue to strive for continuous improvement in our effectiveness, impact, efficiency, productivity, there will be resources to invest in those things that will make us more sustainable in the long term.
 - Some areas of capacity are being addressed in these Phase 2 proposals, while others will be worked through in the next phase of our work. This is continued with the work we have been doing to align our resources against the our priorities.

- Developing the organisation
 - The feedback on these proposals, alongside other analysis including feedback on Phase 1 and the Admin and Technical Support Officer (ATSO) report is already feeding into and informing the next phase of work which centres on developing the organisation.
 - In addition to the capacity and capability outlined above, the areas we will be looking to invest in developing will be; the move in practice to a networked organisation; how the public access our services and how we work more effectively with our communities; flexible working; our hub and spokes model and the accommodation changes that are needed; working with our councillors and our respective roles in leading and managing what we do; team and personal learning and development; and recognising and rewarding the contribution that roles and individuals make in terms of outcomes and impact.

- Key service areas
 - It is recognised that the Development Management function has changed significantly in recent years but this is a business critical function. Some significant transformation and change ambitions remain outstanding and now need to be delivered at pace. The Development Management team is still evolving. The feedback indicated that in terms of management and leadership, Development Management needs both a really high level of transformational change management and leadership capacity and the highest level of professional expertise within the team. The former is needed only in the short term – to drive through the final raft of transformational measures that will really consolidate and lead to further improvements in delivery and outcomes. In response, there are changes made to the proposals in this area.
 - Feedback on customer services indicated that the new Customer Services Team Leader post is not required.

Outcome of Phase 2

The Management Board has reflected on each element of the feedback and the meaning behind the feedback. As a result of the feedback, we have made the changes outlined in the table below (Also see Diagram: 1). The remaining proposals in the consultation document remain unchanged:

Change from original proposal	Rationale
The proposed new post of Team Leader Customer Service will be removed.	Following feedback on the proposed post of Team Leader Customer Service to manage the Customer Service teams it is clear that this post is not required. Therefore this proposed post has been removed.
The Corporate Manager Housing Options and Corporate Manager Supported Housing posts will not be merged.	The operational and strategic management in this key area including the Sheltered Housing Review is significant. The proposal is to review this area when this work is completed in 12-18 months.
The Professional Lead Housing Enabling role will sit with Communities and Heritage rather than Private Sector Housing.	The feedback identified stronger alignment with the planning for growth area and in particular with Communities and Heritage.
The post of CM Development Management will be re-focused to provide the highest level of professional expertise in the team – the title of this post needs to be agreed but will operate at chief planning officer level in professional terms (Indicative grade 8). This post will be ring-fenced for the current CM – Development Management post holders.	This is recognition of tightened timescales for delivery of growth and the capacity required to lead from a strong technical planning and transformational perspective simultaneously. It is expected this arrangement will be required for 12-18 months.
A new interim Transformation and Change Management post will be created to lead the Development Management function through the final raft of change and transformation work. That post will be for an indicative 12 months.	
Additional Professional Lead, HRA Accountant.	Increase specific capacity and capability to support the Head of Supported Living and his management team to plan and manage housing revenue resources effectively.

ODT questions

We are conscious that there will be thoughts, reflections and questions that you may have over the coming months. Some questions arose through the feedback from the proposals. We wanted to answer a couple of them directly in this document as the number of people affected is significant. There are other questions that the Senior Leadership Team and Corporate Managers will work with the individuals and teams over coming weeks to resolve.

- We have been asked about re-structuring within the ODTs. There will not be any whole scale re-organisation of our ODTs. There is no proposal to make savings by reducing capacity or taking posts out of the ODTs. That said, there will be a review of each and every team. This will be focused on building the necessary capacity and skills within the organisation to enable us to deliver our objectives, improve our efficiency and effectiveness, improve our productivity and ensure value for money and support different ways of working with our communities, with our councillors and with our partners, across the whole Suffolk system. This means that there will be change but also opportunities to develop new skills, do new things, have greater impact and optimise outcomes for our communities. Judging by the way colleagues responded to past changes and rose to these challenges in the past, I am confident that we will be able to develop much of the capacity we need from within the organisation. For teams that are affected by change:
 - Where management roles have merged, the teams will become one team under the new post.
 - Where functions have been re-designed or individuals work across multiple areas, we will be working with teams in the coming weeks to understand and place individuals and functions.
 - The timing for the transitions to new management will be dependent on the strategic and operational needs in the different parts of the organisation.
 - All teams will be informed about how the changes affecting them will be implemented and will be asked to contribute to how that change is managed. The responsive repairs team will be managed with the Interim management currently in place as the Responsive Repairs Review is completed and the recommendations implemented.

Next steps

Lindsay, Mike and I have met personally with individuals affected to communicate the outcome of the consultation. I have verbally updated the two leaders and JMIB on the outcomes of Phase 2 and will continue to keep members and leaders informed.

We have met with the union and are continuing to work with them to support individuals affected.

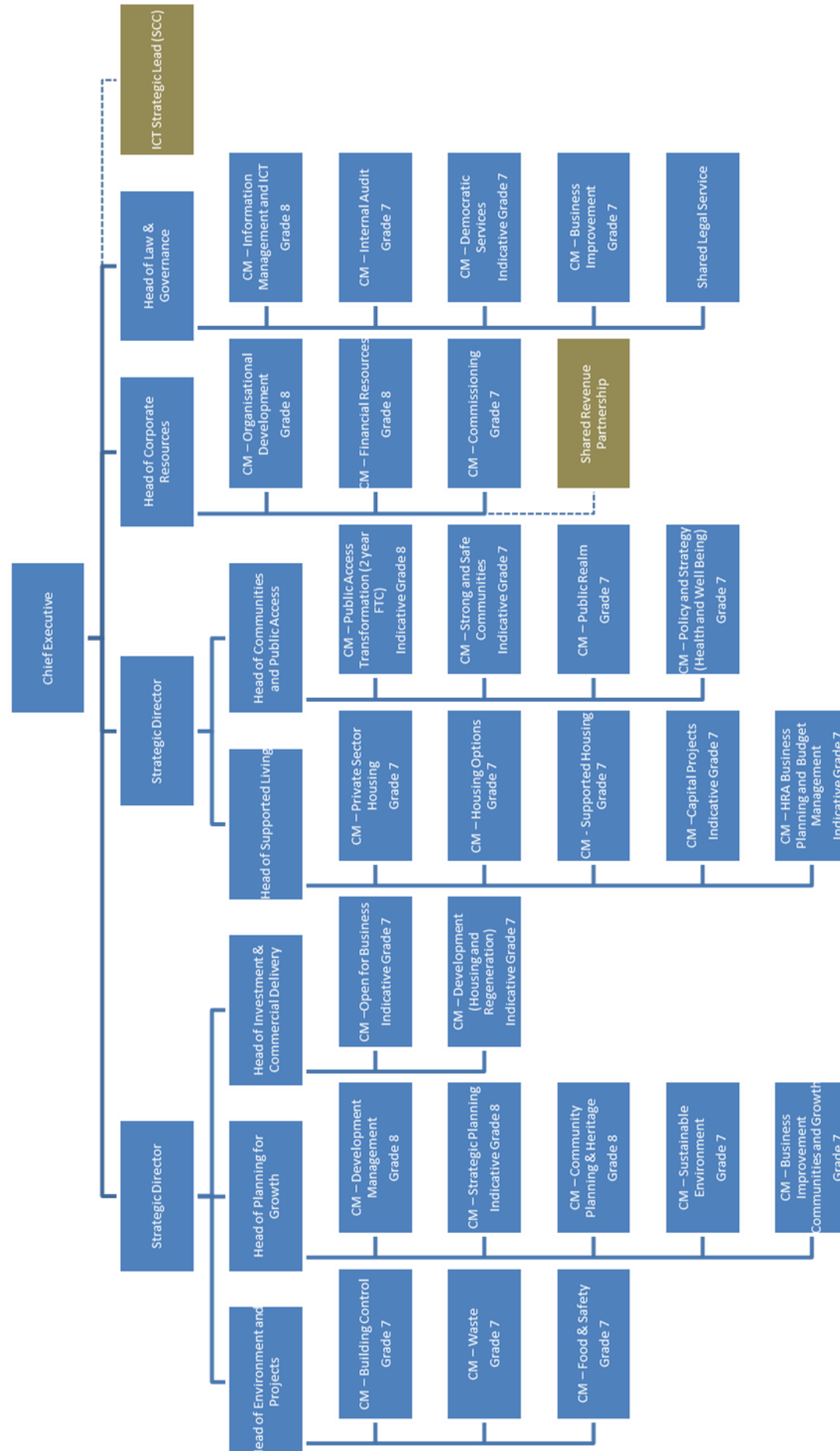
Over the coming weeks, we will be:

- Recruiting to the posts – this will take us through to mid-February
- Working and talking with teams where their management has been affected by the proposals to have new management arrangements in place for all teams by the end of April. This will be significantly quicker in some areas. Knowing the way in which we work will be more important than where we sit within a networked organisation

- Undertake external recruitment where necessary and put in place interim or temporary cover arrangements where there are any short term needs

We are already developing the next phase of our work and a plan which will encompass the key elements of how we will develop the organisation. Although this will be a long term development approach, we are already planning some areas to start on in the coming weeks. We are keen to receive ideas, answer any concerns and generate a more wide ranging conversation with managers and their teams as we do this further work. Please let us know what you think, what concerns you may have and join in with this important work when you get the call to do so.

Diagram 1.



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BABERGH DISTRICT COUNCIL and MID SUFFOLK DISTRICT COUNCIL

From: Interim Head of Law and Governance and Monitoring Officer	Report Number: S7
To: BDC Council MSDC Council	Date of meeting: 26 April 2016 Date of meeting: 28 April 2016

CONSTITUTIONAL UPDATE

1. Purpose of Report

- 1.1 To provide the Council with an update on progress being made with regard to updating the Council's Constitution, which also forms part of the ongoing Strengthening Governance review.
- 1.2 To ask that Council approve the recommendation as set out below.

2. Recommendation

- 2.1 That the Council agree to update the Constitution as set out in paragraphs 4.3 and 4.4 of this report and delegates the changes to be carried out by the Monitoring Officer and, that the delegation will be exercised after consultation with the Lead Members.

3. The Joint Strategic Plan

The proposed changes to the Constitution are the first steps towards the Council being able to continue to deliver at pace the priorities, and achieve the outcomes set out in the refreshed Joint Strategic Plan.

The core of an Enabled and Efficient organisation is Good Governance. The Constitution is a key document reflecting the strength in our Governance.

4. Background and Key Information

- 4.1 The Council, as part of its ongoing Strengthening Governance review earlier this year, established a Members working group consisting of the following Councillors:-

BDC

Jennie Jenkins
Simon Barrett
Clive Arthey
Sue Carpendale
Peter Burgoyne

MSDC

Derrick Haley
Nick Gowrley
Andrew Stringer
Penny Otton
John Levantis

- 4.2 The Group, as part of its work programme, discussed and considered the current Constitution and have indicated its approval for the Monitoring Officer to make non-substantive housekeeping changes.

4.3 In order to make swift progress and to be able to move forward with these changes the Monitoring Officer seeks a delegation (to be exercised after consultation with Lead Members) to carry out the relevant housekeeping changes. For example, reflecting Legislative changes, removing duplication, to make changes in line with good and improved practice, to update terminology, to carry out changes to the Procedure Rules, and where possible, to insert visuals and to remove some protocols from within the Constitution that are either not required by law or necessary.

4.4 There is no legislative requirement for the following to be included within a Council's Constitution:-

Part 5

- Planning Charter
- Code of Conduct for Employee
- Protocol on Members/Staff Relations
- Monitoring Officer Protocol

Part 6

- Members Allowances Section

Part 7

- Petitions Scheme
- Public Participation
- Filming/Videoing
- Compliments/Complaints
- Whistleblowing

Therefore, the Monitoring Officer recommends that these documents form part of the Council's protocols and procedures as standalone documents (which will be available on the Council's website).

4.5 The implication of removing these documents does not lessen their importance, or weight in law.

4.6 On completion of the proposed changes the Monitoring Officer will re-issue and/or make available a clean copy of the revised Constitution to all Members of the Council.

4.7 Moving forward, any substantive changes to the Constitution that might arise out of the Strengthening Governance review will be brought back to Council for further approval.

5. Financial Implications

5.1 None.

6. Legal Implications

6.1 Local Government Acts 1972 and 2000 (as amended) require all Local Authorities to have in place and maintain an updated written Constitution.

- 6.2 A Local Authority must prepare and keep up to date a document (referred to as its Constitution) which contains –
- (i) a copy of the authority's Standing Orders (to govern the general function of that authority).
 - (ii) to maintain Contract Standing Orders
 - (iii) a copy of the authority's Code of Conduct for Members (under section 28 of the Localism Act 2011),
 - (iv) such information as the Secretary of State may direct, and
 - (v) such other information (if any) as the Authority considers appropriate.
- 6.3 The Council could be judicially reviewed if Councillors take decisions which are contrary to published policy, protocols and procedures and therefore, Councillors should still be aware of and adhere to the documents which have been removed from the Constitution.
- 6.4 The policies, protocols and procedures will still need to be kept under review by the Council's Monitoring Officer.

7. Risk Management

- 7.1 It is a high risk not to regularly review the Constitution and ensure it reflects current practice and Legislation.

8. Equality Analysis

- 8.1 There are no immediate equality issues.

9. Shared Service / Partnership Implications

- 9.1 The new Constitution has been implemented on the basis that the Constitution should be aligned across both Councils as far as possible.

10. Background Documents

- 10.1 None.

Authorship:

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BABERGH DISTRICT COUNCIL MID SUFFOLK DISTRICT COUNCIL

From: Head of Planning for Growth	Report Number: S8
To: BDC COUNCIL MSDC COUNCIL	Date of Meetings: 26 April 2016 28 April 2016

NEIGHBOURHOOD PLANNING

1. **Purpose of Report**

- 1.1 The purpose of this report is to set out the steps and possible actions that might be taken following the receipt of an Examiners Report into a neighbourhood development plan or order, including the procedures for conducting a Referendum.

- 1.2 The report also sets out an operating framework, outlining where the District Council is required to make key decisions, and confirms the appropriate authority to officers in order that a timely and proportionate response can be provided to neighbourhood planning groups.

2. Recommendations

- | |
|---|
| 2.1 That, Council delegates to the respective Executive/Strategy Committee matters relating to the consideration of an Examiner’s Report, including the responsibility to make a decision on whether a neighbourhood development plan or order should proceed to referendum. |
| 2.2 That, Council notes the processes and procedures involved in the making of a neighbourhood development plan or order and agrees the delegation of authority to officers as set out in Appendix Two. |

3. **Financial Implications**

- 3.1 The District Council is required to provide support to neighbourhood planning groups and assist them with the preparation of their plans. It must also meet the costs associated with the independent examination of the plan and the subsequent referendum. Consequently resource implications arise in terms of staff time, in addition to direct financial costs that are associated with the final plan making stages. Based upon the experience of other local planning authorities an examination may cost in the region of £3,000 to £3,500 and the subsequent referendum £3,500 to £4,000.

- 3.2 In recognition of these additional resource implications the Department of Communities and Local Government (DCLG) has been providing financial support to local authorities via an Extra Burdens Grant. The payments are phased and made in retrospect. In previous financial years up to £30,000 was made available for each neighbourhood development plan that was successfully ‘made’ (adopted) but these arrangements have subsequently been changed.

- 3.3 From 2016/17 local authorities are only able to claim £5,000 for each of the first five neighbourhood areas that have been designated in its area. This includes neighbourhood areas that have already been designated. A ceiling of £25,000 has therefore been imposed which has already been reached in both District Council areas. The amount payable upon the successful making of a plan has also been reduced from £25,000 to £20,000 but there is no ceiling upon the number of plans that might be eligible. Furthermore a claim for payment can now be made once a referendum date has been set following a successful examination. This differs from the previous arrangements and means the District Council is no longer exposed to meeting the costs of an unsuccessful referendum.
- 3.4 There are currently five area designations in Babergh and eight in Mid Suffolk. To date Babergh has received £20,000 in grant payments with a further £15,000 expected in line with the previous grant regime; Mid Suffolk has received £40,000 with no further payments due at this time. These sums are currently held in reserve to assist Town and Parish Councils with the completion of an independent 'health check' to ensure their plans are fit for purpose (a maximum of £1,000 per group is made available), and to meet the District Council, costs associated with the independent examination and referendum. Based upon current predictions the amounts held in reserve are sufficient to cover the direct costs that might be incurred by each District Council, however should this position change additional resources would be required from the Transformation Fund.
- 3.5 In addition to the staff time and resources that are used on supporting the neighbourhood planning groups a considerable amount of work is undertaken by the groups themselves, mostly on an unpaid and voluntary basis. While the groups are eligible to apply for grant assistance from central government sources (this has increased from £8,000 to £9,000 from 1 April 2016) any additional expenditure has to be met by the Town or Parish Council. Research undertaken by DCLG in 2015 suggests that the average cost of producing a plan for a Town or Parish Council was £13,758 with amounts ranging from £4,220 to £27,681. A significant amount of investment is therefore required from the local community if it wishes to prepare a plan.
- 3.6 Financial assistance is also available to support the preparation of neighbourhood development orders and community right to build orders.

4. Legal Implications

- 4.1 The Localism Act, 2011 confers specific functions to local authorities in relation to neighbourhood planning including a duty to provide support to groups preparing a plan. As with any decision made by a public body there is a risk of legal challenge to the policies and proposals contained within a neighbourhood development plan and/or judicial review of the District Council's decision to proceed with a referendum. This is managed by ensuring that the Regulations are followed and that the decision-making process is clear and transparent.

5. Risk Management

5.1 The key risks are set out below:

Risk Description	Likelihood	Impact	Mitigation Measures
A neighbourhood development plan or order fails to satisfy the Basic Conditions or meet other legal requirements.	Unlikely	Bad	In order to minimise this risk the neighbourhood planning groups have been provided with a 'critical friend' to advise them on the various stages and at the pre-submission stage they are strongly encouraged to undertake an independent 'health check'.
Legal challenge to the content of the neighbourhood development plan or order and/or judicial review of the District Council's decisions.	Unlikely	Bad	Ensuring that the relevant Regulations are followed and that the decision-making processes are clear and transparent.

6. Consultations

6.1 Portfolio Holders have been briefed on the processes and procedures involved in the preparation and making of neighbourhood development plans.

7. Equality Analysis

7.1 There are no equality and diversity implications arising directly from the content of this report.

8. Shared Service / Partnership Implications

8.1 This report relates to matters affecting Babergh and Mid Suffolk.

9. Implications for the Joint Strategic Plan

9.1 The successful making (adoption) of a neighbourhood development plan or order would enable the District Council to fulfil its corporate priorities, namely:

- Housing delivery – More of the right type of homes, of the right tenure in the right place,
- Business growth and increased productivity – Encourage development of employment sites and other business growth, of the right type in the right places and encourage investment in skills and innovation in order to increase productivity, and
- Community capacity building and engagement – All communities are thriving, growing, healthy, active and self-sufficient.

10. Key Information

10.1 The Localism Act, 2011 made changes to the planning system and provided Town and Parish Councils (or neighbourhood forums where there is no Town or Parish Council) with an opportunity to shape the future of their area via a number of mechanisms. In summary, Town and Parish Councils may prepare:

- **neighbourhood development plans** to establish planning policies for the development and use of land in a neighbourhood, subject to being in line with national planning policies, the local plan and other legal requirements. Such plans cannot however be used to block development or propose less development than is envisaged by the District Councils strategic planning policies for the area.
- **neighbourhood development orders** to grant planning permission for a particular type of development in a neighbourhood area as specified in the Order.
- **community right to build orders** to bring forward small developments for a specific site. These orders can be made by a community organisation which is expressly established to further the well-being of people living and working in an area or a Town or Parish Council.

10.2 The processes for preparing a Neighbourhood Development Plan, Neighbourhood Development Order, or a Community Right to Build Order are contained within The Neighbourhood Planning (General) Regulations, 2012 (as amended). This report focuses primarily upon the preparation of neighbourhood development plans however it extends to include the making of orders as the steps involved are very similar. In this way a comprehensive decision-making framework can be established for the future.

Overview of the District Council's Roles and Responsibilities

10.3 National Planning Practice Guidance (2014) states that a local planning authority should:

- be proactive in providing information to communities about neighbourhood planning,
- fulfil its duties and take decisions as soon as possible, particularly regarding applications for area and forum designation,
- set out in a clear and transparent decision making timetable and share this with those wishing to prepare a neighbourhood plan or order, and
- constructively engage with the community throughout the process.

10.4 In line with the provisions of the Localism Act, 2011 the District Council has a legal duty to provide support to Town and Parish Councils that are preparing a neighbourhood development plan or order and its roles fall into three distinct categories. These are to:

- advise and assist a Town or Parish Council preparing a neighbourhood development plan or order;
- ensure that the plan or order is capable of fulfilling the 'Basic Conditions' defined by planning legislation; and
- provide a quasi-judicial decision-making and administrative function.

- 10.5 In order to satisfy the 'Basic Conditions' a plan or order must:
- have regard to national policies and advice contained in guidance issued by the Secretary of State;
 - be in general conformity with the strategic policies contained in the Development Plan for the area;
 - contribute to the achievement of sustainable development; and
 - not breach, and be otherwise compatible with, EU obligations and human rights requirements.
- 10.6 During the production of a neighbourhood development plan or order the District Council may be acting in a number of different capacities. The overall objective however is to ensure that the Town or Parish Council is able to fulfil the Basic Conditions and other legal requirements with the view to achieving a successful outcome. The acceptability, or otherwise, of a neighbourhood development plan or order is subject to independent examination by an Examiner appointed by the District Council.

The Examination

- 10.7 The independent examination is usually conducted via a written exchange of comments in response to specific questions. There could be several rounds of questions depending upon how the Examiner chooses to work and the nature of the answers subsequently provided. If there is a particular issue that cannot be resolved via a written exchange a hearing might need to be held.
- 10.8 The Examiner will consider the plan or order and prepare a report setting out his or her findings. The Examiner is able to make one of three possible recommendations. These are that:
- the plan or order should proceed to referendum as submitted, or
 - the plan or order should be modified to meet the Basic Conditions and the modified version should proceed to referendum, or
 - the plan or order should not proceed to referendum as it fails to meet the Basic Conditions or legislative requirements and cannot be modified to do so.
- 10.9 The Examiner may also make a recommendation as to whether the area for the referendum should go beyond the area designated, and if so what the extended area should be.
- 10.10 It is at this point that the District Council has some discretion to exercise within the statutory framework. When the report is received it must consider each of the examiners recommendations and the reasons for them and decide what action to take in response to each one. The District Council must also come to a formal view about whether the plan or order meets the Basic Conditions and meets other legal requirements. It cannot however make a different decision to that recommended by the Examiner about the referendum area.
- 10.11 Once the District Council has satisfied itself that the plan or order meets the Basic Conditions and other legal requirements it may:

- Act upon the Examiner's Report and progress the neighbourhood development plan or order to the referendum stage. This can only occur where the Examiner considers the Basic Conditions have been met without the need for modifications or it can meet the Basic Conditions subject to modifications,
- Propose to take a decision substantially different from the Examiner's recommendation which is wholly or partly as a result of new evidence or a different view taken by officers about a particular fact. Should this occur the District Council must notify all those identified in the consultation statement produced by the Town or Parish Council and invite representations on an alternative decision. Where necessary, and as a result of any representations received, the Examination may need to be reopened.
- Decide not to progress the neighbourhood development plan or order in the light of the Examiner's Report. This is only permissible where the Examiner has indicated that the plan or order should not proceed to referendum because it fails to meet the Basic Conditions or legal requirements.

10.12 Any neighbourhood development plan or order which passes the referendum will form part of the statutory Development Plan for the area. Full Council is responsible for approving the policy framework for the area and has reserved this function for decision. Due to the infrequency of Council Meetings it is proposed that Full Council should delegate decision-making activities relating to the consideration of an Examiner's Report to the respective Executive or Strategy Committee. The Head of Service would prepare a report for the Committee setting out the relevant route to be followed in the light of the Examiner's findings, provide an assessment of the plan, and make a recommendation. It would be for the Executive or Strategy Committee to resolve whether the selected route should be followed and additional time allowed (if necessary) to provide for any modifications to be made.

It is therefore recommended that Full Council delegates to the respective Executive/Strategy Committee matters relating to the consideration of an Examiner's Report, including the responsibility to make a decision on whether a neighbourhood development plan should proceed to referendum.

10.13 Where the recommendation is to act upon the Examiner's report arrangements would be made to conduct a referendum in accordance with the Neighbourhood Planning (Referendum) Regulations, 2012 (as amended). In this event the committee report would be supplemented by a draft Decision Statement. This statement would set out any modifications that are considered to be necessary by the Examiner or the District Council to enable the neighbourhood development plan to meet the Basic Conditions and other legal requirements.

10.14 Where the recommendation is to take a decision which is different from the Examiner's recommendation, wholly or partly as a result of new evidence, or because officers have taken a different view about a particular fact, a dialogue would take place with the relevant Town or Parish Council on the alternative decision proposed with the view to formulating appropriate modifications as required. Further consultation would then be carried out with all the parties identified in the neighbourhood planning group's statement of consultation and representations invited.

10.15 Depending upon the outcome of this additional consultation a decision would need to be taken on whether to take the plan forward to referendum, as modified, or to reopen the examination. It should however be noted that these arrangements may

be subject to change as a result of proposals contained with the Housing and Planning Bill and any subsequent Regulations.

- 10.16 In the event that the recommendation is to decide not to progress the neighbourhood development plan because it fails to meet the Basic Conditions or other legislative requirements it should be noted that a repeat plan cannot be submitted for a further two years from the date of the decision.

The Referendum

- 10.17 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 before the date of the Referendum the District Council must publish on its website and make available an information statement and specified documents. These documents include the draft neighbourhood development plan and the Examiners' Report.
- 10.18 The Regulations stipulate that the documents should be made available for inspection during the referendum period at the District Council's offices and at least one other location open to the public. The Town or Parish Council will be expected to compile an updated version of the neighbourhood development plan incorporating any modifications where necessary and promote the referendum. It should be noted that the Regulations set out restrictions on the publication of promotional material, advertisements and expenses.
- 10.19 The Regulations require the publication of a notice of the poll before the referendum date detailing the times and locations of polling stations and a description of those entitled to vote. They also specify that provision must be made for postal ballot papers and official poll cards to be issued. A person is entitled to vote in the referendum if they meet the eligibility criteria to vote in a local election for the area and if they live in the referendum area. The Regulations set out the format of the Referendum question which is:

'Do you want ### District Council to use the neighbourhood plan for ### to help it decide planning applications in the neighbourhood area?'

- 10.20 If the majority of those who vote in a referendum are in favour of the neighbourhood development plan then the plan must be brought into legal force and 'made' (adopted) by the District Council. There are limited exceptions to this and the District Council can decline to make the plan if it considers it would breach EU obligations or convention rights. If there is a majority 'No' vote or a tied vote then the neighbourhood plan will not come into force.
- 10.21 Assuming the referendum is successful (i.e. more than 50% of the votes cast are in favour of the plan) the plan becomes part of the Development Plan for the area and the District Council is unable to exercise any discretion. The outcome will however require formal ratification by Full Council and a short report would be presented to enable the endorsement of the neighbourhood development plan at the appropriate time.

Operating Framework and Key Decisions

- 10.22 There are seven key stages involved with the preparation of a neighbourhood development plan which are described in further detail below and illustrated by the diagram produced in **Appendix One**.
- 10.23 Matters relating to planning policy are already delegated to the Head of Planning for Growth but in order to set out a clear and transparent decision-making framework it is important that precise arrangements are in place, with appropriate Councillor involvement at the relevant stage. These arrangements are summarised along with those detailed above in the attached table. See **Appendix Two**.

It is accordingly recommended that the following arrangements, in addition to those already set out in the preceding sections of this report, be noted.

- 10.24 **Stage 1: The designation of a Neighbourhood Area.** - In most cases the area will be the whole parish. Full Council has already delegated authority for these particular decisions to the Head of Service subject to the application being unopposed. Paper N34, dated July 2013 refers. While no change is proposed to these arrangements, the technical consultation on the implementation of the Housing and Planning Bill suggests there could be implications which will require further consideration but it is not envisaged there will be a significant impact.
- 10.25 **Stage 2: The preparation and production of a neighbourhood development plan.** - This responsibility rests with the Town or Parish Council. There is however, a duty imposed by the Localism Act 2011 to provide informal guidance and support to the neighbourhood planning groups to ensure that the interests of the District as a whole, particularly the local plan strategy, is considered by those drawing up the plan. As this will usually be undertaken very informally it does not prejudice the opportunity to make formal representations at a later stage.
- 10.26 As part of the preparation stage the neighbourhood planning group is also required to seek a Strategic Environmental Assessment (SEA) Determination. This requires the District Council to provide a Screening Opinion on the content of the pre-submission draft plan and consultation with the Environment Agency, Historic England and Natural England. This is a technical decision and it is recommended that this is appropriately undertaken by the Head of Service.
- 10.27 **Stage 3: Pre-submission publicity and consultation.** - Once a draft plan has been produced, the Town or Parish Council is required to undertake a period of consultation on the content of its pre-submission draft plan. At this point there is an opportunity for officers (and other stakeholders) to formally comment. This stage enables officers to ensure that national planning policies and the local plan strategy and any other interests are clearly explained so they may be addressed before the plan is formally submitted for consultation. Such messages may not always be welcomed by the Town or Parish Council and it is suggested that Portfolio Holder input and oversight should be sought before a response is provided by the Head of Service. It should be noted that reference to Committee is unlikely to be possible within the six weeks provided for comment by the Regulations, however it is important that views are expressed at this pivotal stage to ensure the plan is on track.

- 10.28 **Stage 4: Formal Consultation.** - Once the neighbourhood development plan has been formally submitted to the District Council checks are required to ensure that is legally compliant and all the relevant documents have been provided. This is a technical/administrative exercise and if the plan is valid, the District Council must publish and formally consult stakeholders on the submitted plan as soon as possible after it has been submitted. The exact timing of this will however need to have regard to significant public holidays and the availability of resources if other consultations are underway. The extent of publicity required the identification of stakeholders, and the timing of the consultation is best determined by the Head of Service.
- 10.29 Following publication of a submitted plan, there is a time limited opportunity for the District Council (and any other interested party) to make any comments they wish to bring to the attention of the Examiner. This is a critical opportunity for the District Council to ensure that the local plan strategy and any other interests are clearly and firmly put forward, in order to ensure these are considered at the subsequent examination. As with the pre-submission comments stage (Stage 3) such messages may not always be welcomed by the Town or Parish Council or may be otherwise sensitive, thus warranting Portfolio Holder input and oversight before a response is provided by the Head of Service. It should be noted that reference to Committee is unlikely to be possible within the six weeks provided for comment by the Regulations, however it is important that views are expressed as they will subsequently be considered by the Examiner in conjunction with any other representations.
- 10.30 **Stage 5: The Examination.** - In addition to providing comments on the content of the submitted Plan, the District Council is required to appoint an independent examiner. This involves identifying, selecting and commissioning a 'suitably qualified and experienced' person, who is independent of the parties/interests involved, to examine the plan. The choice of examiner must be agreed with the Town or Parish Council. In practice the District Council is likely to use the Neighbourhood Plan Independent Referral Service (a national service run by a consortium of the relevant professional bodies and community organisations) to identify suitable candidates. It is considered this is appropriately undertaken by the Head of Service.
- 10.31 **Stage 6: The Referendum.** - Once the examination is complete the Examiner will publish a report which in simple terms may indicate that the plan is acceptable, acceptable with modifications, or unacceptable. It is at this point that a decision will be required from the District Council as to whether the plan, or the plan with modifications, should proceed to referendum. The suggested arrangements at this point have already been set out in the preceding sections of this report.
- 10.32 **Stage 7: Making the Plan.** - If the plan passes the referendum (i.e. more than 50% of votes are in favour of the plan) the District Council must to 'make' (adopt) the plan and bring it into force in line with the arrangements set out in the preceding sections of this report.

Conclusion

10.33 Managing the neighbourhood development plan or order process involves a sequence of actions and decisions by the District Council. It also requires the District Council to perform a number of roles which variously involve acting as an administrator, an advisor, and a decision-maker, ensuring legal requirements are fulfilled.

10.34 These decisions have varying levels of technical content, scope for controversy, and time limitations. The operating and decision-making framework therefore provides a proportionate response allowing for Councillor involvement in those decisions which are critical to the District Council's interests.

11. Appendices

Title	Location
Appendix 1 – Neighbourhood Development Plans: The Key Stages	Attached
Appendix 2 – Operating Framework and Key Decisions	Attached

12. Background Documents

12.1 None

Authorship

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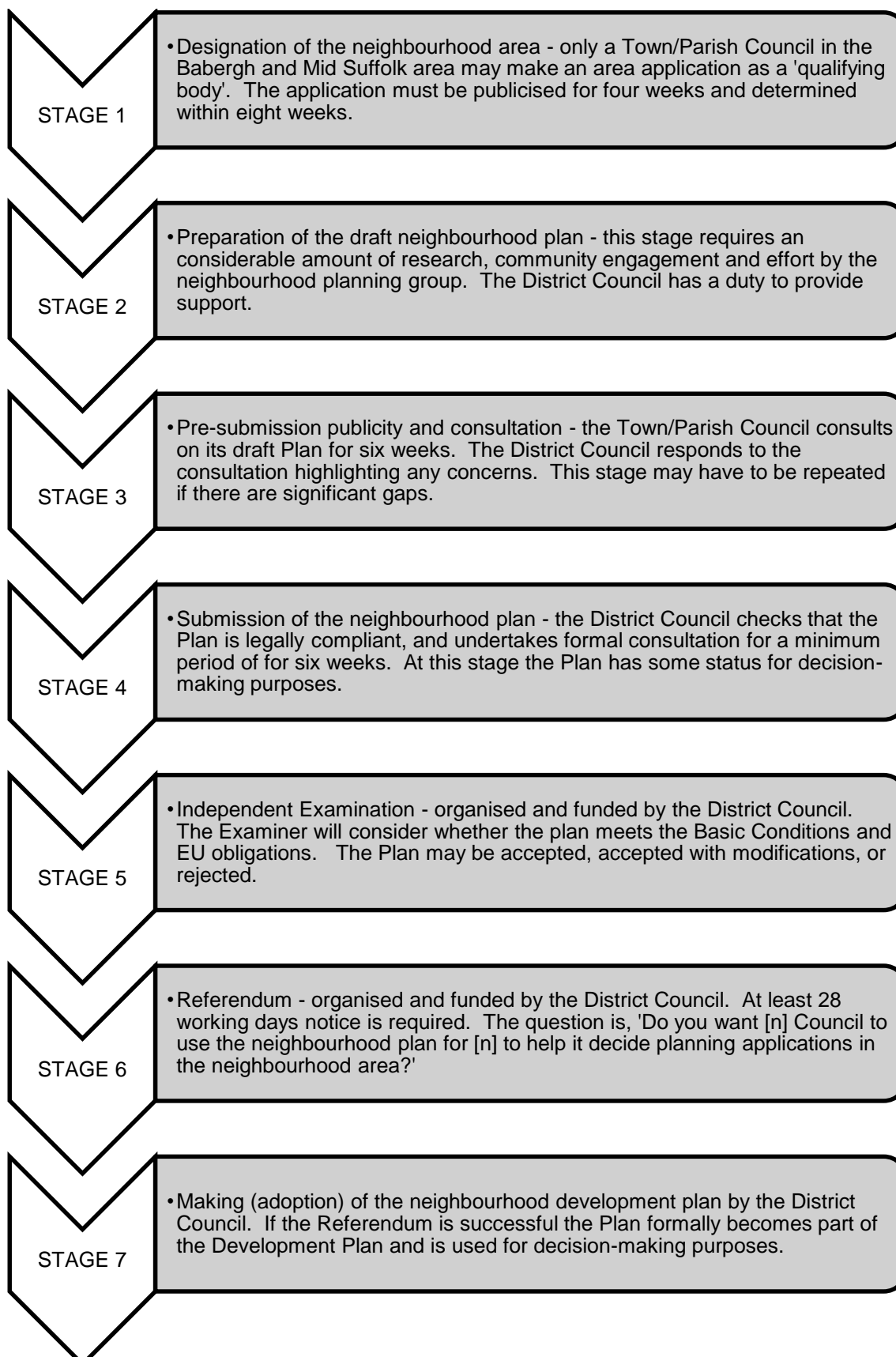
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Appendix One

NEIGHBOURHOOD DEVELOPMENT PLANS: THE KEY STAGES



Appendix Two

OPERATING FRAMEWORK AND KEY DECISIONS

Stage	Activity	Action Required	Authority
One	Designation of the Neighbourhood Area	Deciding the area which the neighbourhood plan will cover, following consultation. (This will usually be the whole parish.)	Head of Service <i>(NB - this was agreed by the Executive and Strategy Committees in July 2013)</i>
Two	Preparation of the draft Neighbourhood Development Plan or Order	Provision of informal guidance and comments on emerging proposals to the Town or Parish Council.	Head of Service
	Strategic Environmental Assessment (SEA) determination or EIA Screening	Technical determination on whether the plan is likely to have significant environmental effects.	Head of Service
Three	Formal response to pre-submission consultation	Provision of comments on the content of the draft neighbourhood development plan or order to ensure the District Council's s planning strategy and any other interests are clearly and firmly put forward, and any outstanding issues are addressed as far as possible.	Head of Service in consultation with the relevant Portfolio Holder
Four	Submission of the draft Neighbourhood Development Plan or Order	Decision on whether the plan or order is complete and legally compliant. If so, deciding the extent and timing of consultation in the light of statutory requirements, the resources available, and any other consultations in progress at the time.	Head of Service

	Formal representations on submitted neighbourhood development plan or order	This is a key stage at which any outstanding concerns can be put forward for consideration at the examination.	Head of Service, in consultation with the relevant Portfolio Holder
Five	Appointment of an Independent Examiner	Selecting a 'suitably qualified and experienced' person to conduct the examination, and agreeing the choice with the Town or Parish Council.	Head of Service in consultation with the Town or Parish Council
Six	Consideration of the Examiners Report and Decision on whether the Plan or Order should proceed to Referendum	A decision as to whether (in the light of the Examiner's recommendations) the plan or order should proceed, with or without modifications, to Referendum or a different decision should be made in the light of new evidence.	Executive or Strategy Committee
Seven	Bringing the Plan or Order into force	If the plan or order passes the Referendum the District Council must 'make' (adopt) the plan or order.	Full Council (formal ratification)

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