



TO: THE CHAIRMAN AND MEMBERS OF
BABERGH DISTRICT COUNCIL

PLEASE NOTE TIME OF MEETING

Dear Sir/Madam

A Meeting of the Babergh District Council will be held in the King Edmund Chamber - Endeavour House, 8 Russell Road, Ipswich on **Tuesday, 25 September 2018 at 5.30 pm**

For those wishing to attend, prayers will be said at 5:25 p.m. prior to the commencement of the Council meeting.

Yours faithfully

Arthur Charvonia
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.

AGENDA

PART 1

ITEM	BUSINESS	<u>Page(s)</u>
1	<u>APOLOGIES FOR ABSENCE</u> To receive apologies for absence.	
2	<u>DECLARATION OF INTERESTS BY COUNCILLORS</u>	
3	<u>BC/18/17 TO CONFIRM THE MINUTES OF THE MEETING HELD ON 24 JULY 2018</u>	1 - 14
4	<u>BC/18/18 ANNOUNCEMENTS FROM THE CHAIRMAN AND LEADER</u> In addition to any announcements made at the meeting, please see Paper BC/18/18 attached, detailing events attended by the Chairman and Vice-Chairman.	15 - 16
5	<u>TO RECEIVE NOTIFICATION OF PETITIONS IN ACCORDANCE WITH COUNCIL PROCEDURE RULES</u> In accordance with Council Procedure Rule No. 10, the Chief Executive will report the receipt of any petitions. There can be no debate or comment upon these matters at the Council meeting.	
6	<u>QUESTIONS BY THE PUBLIC IN ACCORDANCE WITH COUNCIL PROCEDURE RULES</u> The Chairmen of Committees to answer any questions by the public of which notice has been given no later than midday three clear working days before the day of the meeting in accordance with Council Procedure Rule No. 11.	
7	<u>QUESTIONS BY COUNCILLORS IN ACCORDANCE WITH COUNCIL PROCEDURE RULES</u> The Chairman of the Council, the Chairmen of Committees and Sub-Committees and Portfolio Holders 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 Rule No. 12.	
8	<u>BC/18/19 OVERVIEW AND SCRUTINY COMMITTEE REPORT</u>	17 - 22

- 9 RECOMMENDATIONS AND REPORTS FROM CABINET / COMMITTEES
- a JAC/18/3 JOINT ANNUAL TREASURY MANAGEMENT REPORT - 2017/18 23 - 50

At its meeting on 30 July 2018, the Joint Audit and Standards Committee considered Paper JAC/18/3 – Joint Annual Treasury Management Report 2017/18.

The recommendations set out in the report were accepted.

It was RECOMMENDED TO COUNCIL

- (1) That the Treasury Management activity for the year 2017/18 be noted. Further, that it be noted that performance was in line with the Prudential Indicators set for 2017/18.**

- (2) That it be noted that Babergh District Council Treasury Management activity for 2017/18 was in accordance with the approved Treasury Management Strategy, and that, except for one occasion when the Council exceeded its daily bank account limit with Lloyds by £120k, as mentioned in Paragraph 4.6 of Paper JAC/18/3, the Council has complied with all the Treasury Management Indicators for this period.**

Note – It is a requirement of the legislation that the Annual Treasury Management Report is submitted to the Full Council for noting.

ITEM	BUSINESS	<u>Page(s)</u>
b	<p data-bbox="280 271 1278 338"><u>BCa/18/35 STRATEGIC PROPERTY AND LAND INVESTMENT FUND</u></p> <p data-bbox="280 342 1278 409">At its meeting on 13 September 2018, Cabinet considered Paper BCa/18/35 (copy attached).</p> <p data-bbox="280 454 1278 741">Cabinet approved the approach of the establishment of a Strategic Property and Land Investment Fund as recommended in paragraph 3.1 of the report, and delegated to the Strategic Director with responsibility for Assets and Investments, in consultation with the Cabinet Members for Assets and Investments, Finance and Economy, authority to pursue and finalise purchases of strategic property and land as set out in Sections 4.5 and 4.6 of Paper BCa/18/35.</p> <p data-bbox="280 786 1278 920">Council approval is required to the funding arrangements for this dedicated fund, which will enable the Council to act immediately when opportunities are available for strategic purchases of land and properties.</p> <p data-bbox="280 965 991 994">Cabinet therefore RECOMMENDS TO COUNCIL:</p> <p data-bbox="280 1039 1278 1144">That approval be given to the establishment of a Strategic Property and Land Investment Fund of £3m, to be funded from borrowing as required.</p>	51 - 56
c	<p data-bbox="280 1155 1278 1223"><u>BC/18/20 REPORT FROM CABINET ON THE NOTICE OF MOTION FROM COUNCILLOR CRESSWELL</u></p>	57 - 68
10	<p data-bbox="280 1301 1278 1368"><u>BC/18/21 LOCALISM ACT 2011 - APPOINTMENT OF INDEPENDENT PERSONS</u></p> <p data-bbox="280 1413 536 1442">Monitoring Officer</p>	69 - 74
11	<p data-bbox="280 1480 959 1509"><u>BC/18/22 TIMETABLE OF MEETINGS 2019/20</u></p> <p data-bbox="280 1554 959 1585">To agree the Timetable of Meetings for 2019/20</p>	75 - 76
12	<p data-bbox="280 1630 756 1659"><u>COUNCILLOR APPOINTMENTS</u></p> <p data-bbox="280 1697 940 1727">To note the following Councillor appointments:</p> <p data-bbox="280 1771 983 1839">Overview and Scrutiny Committee Councillor M Barrett (replacing Councillor Patrick)</p> <p data-bbox="280 1883 983 1951">Joint Audit and Standards Committee Councillor Patrick (replacing Councillor M Barrett)</p>	

13 MOTIONS ON NOTICE

To consider the Motion on Notice received from Councillor Cresswell:

That Babergh district council signs up to the Co-operative Party's Charter Against Modern Slavery.

By signing the Charter, Babergh district council will:

1. Train its corporate procurement team to understand modern slavery through the Chartered Institute of Procurement and Supply's (CIPS) online course on Ethical Procurement and Supply.
2. Require its contractors to comply fully with the Modern Slavery Act 2015, wherever it applies, with contract termination as a potential sanction for non-compliance.
3. Challenge any abnormally low-cost tenders to ensure they do not rely upon the potential contractor practising modern slavery.
4. Highlight to its suppliers that contracted workers are free to join a trade union and are not to be treated unfairly for belonging to one.
5. Publicise its whistle-blowing system for staff to blow the whistle on any suspected examples of modern slavery.
6. Require its tendered contractors to adopt a whistle-blowing policy which enables their staff to blow the whistle on any suspected examples of modern slavery.
7. Review its contractual spending regularly to identify any potential issues with modern slavery.
8. Highlight for its suppliers any risks identified concerning modern slavery and refer them to the relevant agencies to be addressed.
9. Refer for investigation via the National Crime Agency's national referral mechanism any of its contractors identified as a cause for concern regarding modern slavery.
10. Report publicly on the implementation of this policy annually.

Proposer: Cllr Luke Cresswell

Seconder: Cllr Tony Bavington

ITEM	BUSINESS	<u>Page(s)</u>
14	<u>EXCLUSION OF THE PUBLIC (WHICH TERM INCLUDES THE PRESS)</u>	
	<p>To consider whether, pursuant to Part 1 of Schedule 12A of the Local Government Act 1972, the public should be excluded from the meeting for the business specified below on the grounds that if the public were present during this/these item(s), it is likely that there would be the disclosure to them of exempt information as indicated against the/each item.</p> <p>The author(s) of the report(s) proposed to be considered in Part II of the Agenda is/are satisfied that the public interest in maintaining the exemption outweighs the public interest in disclosing the information.</p>	
PART 2		
15	<u>BC/18/23 REGENERATION OF BELLE VUE PARK AND SURROUNDING AREAS (Exempt information by virtue of Paragraph 1 of Part 1)</u>	77 - 160
	<p>Cabinet Member for Economy and Cabinet Member for Assets and Investments</p>	
16	<u>BC/18/24 TO CONFIRM THE CONFIDENTIAL MINUTE OF 24 JULY 2018 MEETING</u>	161 - 162

Note: The date of the next meeting is Tuesday 23 October 2018 at 5.30pm

For further information on any of the Part 1 items listed above, please contact Committee Services on 01449 724681 or via e-mail at Committees@baberghmidsuffolk.gov.uk.

Introduction to Public Meetings

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

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4. Use the stairs, not the lifts.
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Agenda Item 3

BABERGH DISTRICT COUNCIL

MINUTES OF THE MEETING OF THE BABERGH COUNCIL HELD IN KING EDMUND CHAMBER - ENDEAVOUR HOUSE, 8 RUSSELL ROAD, IPSWICH ON TUESDAY, 24 JULY 2018

PRESENT: Barry Gasper - Chair

Clive Arthey	Melanie Barrett
Simon Barrett	Tony Bavington
Peter Beer	David Busby
Tina Campbell	Sue Carpendale
Michael Creffield	Luke Cresswell
Derek Davis	Siân Dawson
Kathryn Grandon	John Hinton
Bryn Hurren	Richard Kemp
Frank Lawrenson	James Long
Alastair McCraw	Mark Newman
Adrian Osborne	Jan Osborne
Lee Parker	Peter Patrick
Stephen Plumb	Nick Ridley
William Shropshire	Ray Smith
Fenella Swan	John Ward
Stephen Williams	

29 APOLOGIES FOR ABSENCE

29.1 Apologies for absence were received from Councillor Ayres, Councillor Sue Burgoyne, Councillor Peter Burgoyne, Councillor Burrows, Councillor Ferguson, Councillor Holt, Councillor Jenkins, Councillor Maybury, Councillor Nunn, Councillor Rose and Councillor Steer.

30 DECLARATION OF INTERESTS BY COUNCILLORS

30.1 Councillor Busby, being a board member of the Babergh Holding Board for CIFCO declared a local non pecuniary interest in Item 12 and Item 14 (BC/18/15) Capital investment Fund Company (CIFCO Capital LTD) Business Trading and Performance Report.

31 BC/18/12 TO CONFIRM THE MINUTES OF THE MEETING HELD ON 19 JUNE 2018

It was Resolved:-

That subject to Minute 19.14 being amended to read “Minute 19.7” the Minutes of the meeting held on the 19 June 2018 were approved as a true record.

32 BC/18/13 ANNOUNCEMENTS FROM THE CHAIRMAN AND LEADER

32.1 The Chairman introduced his report and drew attention to two errors contained in the report.

Firstly, that he had not attended the NSPCC AGM and reception held at Orwell Park due to an error in his diary and secondly that the Vice Chair was in attendance at Suffolk Day.

- 32.2 The Chairman then invited the Leader to present his report.
- 32.3 The Leader announced that Councillor Patrick had stepped down from the Cabinet. In view of this the Leader had taken on the responsibility for the Finance Portfolio. Councillor Simon Barrett had been appointed as the Cabinet Member for the Economy and had re-joined the Conservative Group.
- 32.4 The Leader updated the Council on the Suffolk Public Sectors Leaders meeting that had taken place on 13 July 2018. At the meeting the Leaders had reviewed a number of proposals for projects to be funded from the business rate retention pilot that was taking place in the County this year.
- 32.5 Each district had submitted a list of projects that could be funded through the business rates collected. The Babergh list included the following items:-
- Sudbury Town Centre Regeneration
 - Angel Court redevelopment and work around the Delphi site
 - Newton Road and the South Suffolk Business Area of Sudbury
 - Smart Grid Energy Project for the former Sproughton Sugar Beet Site (potentially joint funded with IBC)
- 32.6 The Leader went on to say that he would update Council further once details of the funding that had been granted was known.
- 32.7 Suffolk Public Sector Leaders had also agreed to support bids from the pooled business rates as follows:-
- £200k with a possible further £200k to tackle youth unemployment in the county.
 - £255k for the Safer and Stronger Community Group to support its ongoing work, particularly in tackling domestic abuse.
- 32.8 Commenting further the Leader reported that the Suffolk Growth Portfolio Holders Group had also made a recommendation to Suffolk Public Sector Leaders to back three priority infrastructure projects.
- 32.9 The Leader reported that he and the Deputy Leader had taken part in a question and answer session at Shotley. Twenty two residents had attended and had asked questions on a range of topics including specific planning applications of interest and the possibilities and options for local government reorganisation in Suffolk.
- 32.10 Finally, the Leader was pleased to announce that he had attended the East Anglia Building Excellence awards where the Council's new social housing at Meadow Close Lavenham was shortlisted, in addition the Building Control team were involved in winning an award for the best individual house.

33 **TO RECEIVE NOTIFICATION OF PETITIONS IN ACCORDANCE WITH COUNCIL PROCEDURE RULES**

33.1 The Corporate Manager for Democratic Services reported that a petition had been received for the Cuckoo Hill planning application signed by 872 people.

34 **QUESTIONS BY THE PUBLIC IN ACCORDANCE WITH COUNCIL PROCEDURE RULES**

34.1 There were no questions received.

35 **QUESTIONS BY COUNCILLORS IN ACCORDANCE WITH COUNCIL PROCEDURE RULES**

35.1 The following questions were received in accordance with Council Procedure Rule 12:-

Councillor Bavington to the Leader of the Council

My questions are all to do with the continued productive existence of high precision engineering manufacture on the Sudbury site, making use of the outstanding levels of skill and professionalism of the existing workforce, when the production transfer of Delphi Technologies to Romania is completed in summer 2020; and the support that Babergh District Council can and will give to ensure that there is a successful and smooth transition of the site to a new employer who will be able to employ those outstanding skills to continue high precision engineering in the Sudbury area.

1. Are you aware that:

- the Delphi Sudbury site gives employment not just to people who live in Sudbury itself but to those who live in surrounding villages, for example Great Cornard?
 - Delphi supports other small engineering companies in the local area and beyond?
 - Delphi wage levels are the benchmark for the whole Sudbury sub-district area?
2. Do you accept that the loss of high precision engineering to the local economy will undermine the ambitions laid out in the recently published 'Sudbury Vision for Prosperity' document?
 3. Has Babergh District Council commissioned an Economic Impact Assessment of the devastating effects full Delphi site closure would have on the local economy?
 4. What active steps is Babergh taking to encourage a new employer with a good business fit in high-precision automotive or aerospace related industries to take over the site and take the development of this uniquely talented workforce to the next level?
 5. What financial incentives, for example business rate relief and business development grants, are the Council offering to suitable potential employers to take on this site without any time gap once Delphi leave in 2020?

6. What co-ordination is there between Babergh District Council and the South Suffolk Taskforce set up by James Cartledge MP? Is Babergh contributing to the 'Options Appraisal' apparently being undertaken and will he ensure that any report is published in a reasonable timescale?
7. As far as I am aware, there has been no discussion of this issue at either Council or Cabinet. What steps will you take to ensure that the Council is kept informed of the steps you are taking to preserve this unique high-precision machine tool design manufacturing capability in the most highly populated corner of our district?

Response from the Leader, Councillor John Ward

In terms of the employment in Sudbury and surrounding villages. Yes, obviously I and also my colleagues are aware of the impact on employment in all of the villages and communities around Sudbury, we know that the Delphi site is a major employer and as Members and representatives for those communities, we are acutely aware of the impact. That is why we are working hard to come to a resolution and a way forward for this. In terms of the other small engineering companies, again yes I and other Members are aware of the supply chain for Delphi and the support that is provided at Delphi by other engineering companies and will make sure whatever solutions that comes up for the site, will mitigate the impact on those companies. The Delphi wage levels, yes this is certainly the benchmark for salaries in those precision engineering skills in the town. Not necessarily sure that they are the benchmark for the whole of the Sudbury district, but definitely for the type of skills that the Delphi employees have. Consequently, we are looking for a suitable employer, and will make sure that the type of jobs, the type of employment will match those salary levels. Secondly, your question relating to the loss of high precision engineering possibly undermining the public Sudbury vision for prosperity - the Sudbury vision for prosperity is a Babergh document for the whole of the town, it is not there to address individual companies or indeed employment sectors, it is there to look at development and what Sudbury needs as a town and consequently I don't believe that the two are that closely linked. In terms of your next few questions, just to reassure everyone, we are acutely aware of the importance of Delphi to the broader South Suffolk area, as it has been a vital part of the community and not just in an economy context for so many years. Many people in Sudbury and neighbouring settlements have worked or know people who have worked at Delphi and the company has a long-standing reputation for looking after their people. Their employees are highly skilled, well trained, and most should and are, being able to acquire new jobs in the advanced manufacturing sector or through use of their transferable skills. Since we became aware of the position at Delphi, we have helped form and been an active part, of the South Suffolk Task Force which includes the local MP, new Anglia LEP and the Sudbury Town Council working with the Delphi management to explore possible configurations and understand what could practically be achieved at the site. Further inward investment, marketing of the site, attempting to retain existing industrial use is going on via British Embassy's and other channels. Babergh has contributed to that work with the new Anglia LEP and the regional representative from the department for international trade, including a later site visit meeting with the plant manager that took place on 4th July 2018. Babergh is making a financial contribution and also providing linked officer support and resource for the options appraisal work.

The Council is now scoping out and commissioning that work and has already started the procurement element of that. Outcomes from that work, including viability assessments for each identified option will be shared in due course. Whilst we attempt to commission this work, we also need to be mindful of the Delphi management teams wishes and their separate and sensitive negotiations and processes that are underway which extend to unions and staffing support arrangements. Delphi have been very good and have provided generous redundancy terms. As of May, 180 employees have taken voluntary redundancy with 79 going into other employment locally and 29 taking early retirement. There has already been some local interest in both the site and workforce, the management of Delphi and Unite both have a concern and desire that the unique skills workforce is not dissipated and that a new occupier can be found as soon as practicable. Colliers one of the premier global real estate services companies has been appointed to market the site. On a further note, Babergh is also due on 1st September 2018 to take over as landlord, from the current shared responsibility with Suffolk County Council for the 24 business units comprising South Suffolk business centre near to the Delphi site in Alexandra Road, Sudbury. That is currently operating at 100% occupation and we see this Babergh commitment as an important and tangible contribution to supporting the business community in the Sudbury and broader South Suffolk area. In terms of your questions 5 – financial incentives business rates relief. We haven't considered that at the moment because we have no news yet as to potential employers, obviously we would need to revisit that as soon as we have further information about that. But what I will say is that we are confident that we will find a positive outcome, the Department for Business Energy and Industrial Strategy is making the most of its contacts, Babergh, as I said is working in partnership with the LEP and James Cartlidge MP and we do expect that we will have a positive and good news story to come for this site. The task force did actually meet most recently in May and it met both the unions and Delphi management and we all agreed that the number one priority is to retain this as an industrial site. The task force remit is of course broader and not really focused entirely on Delphi, nor indeed does it have political purposes. Its remit is to address the broader business challenges in the Sudbury area and we are inviting businesses across Sudbury to see what can be done to make the town more competitive. So that, on the last question in terms of Cabinet reporting or Council reporting. As I stated earlier the task force will be reporting back but I will ensure that the reports are formally made to Cabinet and to Council.

Supplementary Question

How much effort are you putting in to achieving an outcome where another very high precision engineering manufacturing company comes into the site?

Response from the Leader, Councillor Ward

The task force is acutely aware of the uniqueness of the skills at Delphi. You won't find them anywhere else in this country, we know that. Our options appraisal work will be evaluating all of the possible options, whether it is a single high precision engineering company or to re-use the site for a number of small businesses. We have to look at all those options, we can't guarantee at this stage what will be the eventual outcome. But I can assure you that the number one priority of the task

force is to find a similar high skilled engineering company to come into that site. But at the moment I can't promise anything. The work has been undertaken, the site is being marketed as such through the Embassy's and High Commissions around the world and I know that it is James Cartlidge's number one priority to get that kind of employer into the site. That is certainly the priority of all of the other partners of the task force, it is our top priority but at this stage I can't guarantee anything.

36 **TO RECEIVE REPORTS FROM CABINET MEMBERS**

36.1 Councillor Ward introduced the reports and invited questions from Members:-

8a. CMU9 Cabinet Member for Assets and Investment – Councillor Lawrenson

Councillor Arthey to Councillor Lawrenson

Q. The Council recently gifted a property known as the Gainsborough Chambers, how does this compare with the ongoing negotiations with Lavenham Parish Council about the future of the Tourist Information Centre?

Response: Councillor Lawrenson

A. Nothing is effectively off the table at this point, negotiations are continuing so it would be unwise of me to pre-empt anything at this stage.

Councillor Arthey to Councillor Lawrenson

Q. In paragraph 3.2 of the report it provides details about Angel Court and the consultation - how will this be funded?

Response: Councillor Jan Osborne

A. This will be mainly funded by the Housing Revenue Account but also some funding may be supplied from the business rates retention scheme.

8b. CMU10 Cabinet Member for Communications – Councillor Grandon

Councillor Hurren to Councillor Grandon

Q. Can Councillor Grandon explain what is meant by infographics?

Response: Councillor Grandon

A. They are the whizzy designs and illustrations contained in the report. If any Member has any interesting information or case study that they may wish to put forward for the end of term report, could they please send it to the Comms team.

Councillor Hurren to Councillor Grandon

Q. Presumably this is a report on the last four years of this current Council - will it be something that the whole Council can study and approve before it goes out

or will it be based on a party- political basis?

Response: Councillor Grandon

- A. It is still in the early stages of being formulated, but it is something the whole Council can contribute to. As to whether the whole Council will be approving it, I don't think that will be the case, however there is a team working on it to produce a well- balanced interesting report.

Councillor Hurren to Councillor Grandon

- Q. Who makes the decision about what is included in the report?

Response: Councillor Grandon

- A. There is a cross party group working on this. There will more information on this in the next report, I was merely referring to this earlier for those Members that are here today who may wish to submit information for it.

Councillor McCraw to Councillor Grandon

- Q. What is the membership of this Group?

Response: Chief Executive

- A. As Councillor Grandon has already said this is not a specific item for this report. However, we will come back in greater detail but perhaps outside of the meeting where we can circulate the full details in that regard, including the initial scoping and the planned timetable.

8c. CMU11 – Cabinet Member for Communities - Councillor Maybury (in the absence of Councillor Maybury, the Leader accepted questions on behalf of the Portfolio Holder)

Councillor Hinton to Councillor Ward

- Q. Do members of the Communities Team regularly meet with the SNT's?

Response: Councillor Ward

- A. I will find out and come back to you

8d. CMU12 Cabinet Member for Economy – Simon Barrett

Councillor Bavington to Councillor Simon Barrett

- Q. Do we have an industrial strategy and if so should we urgently review it and if not, should we have one now?

Response: Councillor Simon Barrett

- A. What has happened, is over the last few years those strategies went from being just Babergh strategies to becoming Suffolk Wide with the overall strategy being mitigated to the Suffolk Growth Group. However, when an enquiry comes in relating to any area of expertise such as Delphi has, then that enquiry is filtered to that area. When we get enquiries coming into the Suffolk Chamber of Commerce then those enquiries are filtered to the officer in post. So, the Strategy is there but at a Suffolk level.

Councillor Bavington to Councillor Simon Barrett

- Q. Is the strategy up to date and does it need to be reviewed further, in light of Delphi?

Response: Councillor Simon Barrett

- A. I think with the Delphi situation there is a cross over between us as a Council and the realities of the business community. I think the role of the district Council and the county Council is to make the area suitable for people to want to invest there and we have to make it easy for them, so there is least resistance to that pathway. Where you have a situation where an employer decides to move their plant, the Council are unable to influence this decision. What we need to do is to ensure that we have a robust plan for this type of situation. However, this is difficult as I don't know how you can provide a catch all for any one industry as it may be a completely different skill set. What we can do is where we get an enquiry, see what the Council can do to make it easier for that Company, which I believe that was the point Councillor Ward was making about business rates.

Councillor Bavington to Councillor Simon Barrett

- Q. When Councillor Ward gave me his responses to my questions, he didn't answer my question where I gave an example of business development grants, is that something we are able to do under the law and is that something we would consider?

Response: Councillor Simon Barrett

- A. There could be a case to have some sort of enterprise zone, industrial regeneration like what is happening with the Sproughton site, that is something that is possible. However, if you had a company that was willing to take on the asset as it is, then we may not need to. But I would say if a company was coming and wanted to take over an aged asset which is going to cost a lot to refurbish, then yes, I think it is something that should be considered.

Councillor Bavington to Councillor Simon Barrett

- Q. Are we taking steps to make sure that the future of the Delphi sports and social club including the playing field is secured for the community.

Response: Councillor Simon Barrett

- A. The Delphi Management have made it quite clear that it is part and parcel of the overall curtilage of the site and we must assume that it will go with the site.

Councillor Arthey to Councillor Simon Barrett

- Q. Does the delegated authority that was granted to the Strategic Director to negotiate a lease or disposal arrangement with a view to Lavenham Parish Council taking over the TIC building include gifting?

Response: Chief Executive

- A. The delegated authority of lease or disposal would be by any means and would include gifting.

Councillor Hinton to Councillor Simon Barrett

- Q. We have talked about the South Suffolk Strategy which includes our MP, James Cartlidge and the work around the Delphi site, has he had any discussions with Network Rail to relax their draconian rules?

- A. He has had extensive discussions with Network Rail to see whether they would relax their policy on the gate movements but as far as I am aware there has been no developments in that area. The only thing is whether they then actually go to the next stage and redevelop the underpass and make a proper underpass, but that is an ongoing conversation.

8e. CMU13 Cabinet Member for the Environment – Councillor Campbell

Councillor Beer to Councillor Campbell

- Q. Do we really see there is a future for a Building Control Service in this authority?

Response: Chief Executive

- A. We have statutory responsibilities to provide a building control service in relation to non-fee charging aspects, so we are the provider of last resort if you like, when anything goes wrong. That doesn't mean we have to directly deliver it in house, we could commission somebody externally to provide it on our behalf, but we cannot remove ourselves from the statutory obligation to provide certain building control functions.

Councillor Beer to Chief Executive

- Q. There was a move a few years ago to make Building Control more self-sufficient are we self-sufficient or getting near self-sufficient or are we the opposite?

Response: Chief Executive

- A. We still retain a loyal client base, the challenge is that we do a comprehensive job where the private sector is not obliged to. We have seen in the last twelve months, events that can happen when the building control functions are not fully and properly performed. A paper went forward to the Suffolk Chief Executives looking to bring forward some funding to support marketing and collective work. This will hopefully provide a more resilient and a more timely service for customers because we do provide a slightly different offer to the market. But clearly for national house builders it is much easier for them to deal with one national building control provider rather than dealing with the local building control providers on their particular patch in relation to a particular development. So, this will always be a challenge, but I don't think unless Members tell me otherwise that you wish to get out of the building control business in its entirety.

Councillor Beer to Councillor Campbell

- Q. Can Councillor Campbell assure us that BDC will continue to have a Building Control department - a department which is held up quite highly by the general public?

Response: Councillor Campbell

- A. How long term do you want the assurance for, I am not able to give that. Currently we have managed to recruit people so let's hope we can continue to do so.

Councillor Cresswell to Councillor Campbell

- Q. Why is there no mention of the air quality management area in the report particularly in reference to Cross Street in Sudbury and would you consider Benton Street and perhaps have an air quality action plan as well?

Response Councillor Campbell

- A. With Benton Street the reading isn't high enough to actually warrant it. The Cross Street situation is due to some parking spaces, and if we were able to remove those parking spaces then the traffic would flow more freely and there would not be a problem. However, I understand that local residents are opposed to these spaces being removed.

8f. CMU14 Cabinet Member for Law and Governance.

Councillor Cresswell to the Assistant Director for Law and Governance

- Q. Will there be a review of polling stations and what will be the timescale?

Response: Assistant Director for Law and Governance

- A. Once we have the final recommendations from the Boundary Commission we will need to undertake a review of polling districts and polling places across the district to ensure that we have adequate provision for polling, that complies with the new boundaries that are presented to us. As part of that the Returning Officer will review the actual polling stations.

Councillor Beer to the Assistant Director for Law and Governance.

- Q. Will the revised polling stations come back to Council and will ward Members be involved?

Response: Assistant Director for Law and Governance

- A. Polling districts and polling places are a matter for Council to decide so they will come to Council for approval. The polling station itself is a matter for the Returning Officer to decide, but typically we do report these to Council and there will be an opportunity for Council to comment on the arrangements that the Returning Officer is proposing.

8g. CMU17 Cabinet Member for Organisational Delivery – Councillor Davis.

Councillor Parker to Councillor Davis

- Q. I am heartened to see throughout the report that performance targets are improving. However, can we be assured that we are putting in place some sort of key performance measurement as at the moment we appear to be reactionary and where customer services are concerned I personally think we need to be more proactive?

Response: Councillor Davis

- A. I think you make a very valid point, in terms of the performance indicators there are targets in there, the risks are also in there and how well we are doing against each one. I am quite happy for you to be sent what we are looking to achieve and how well we are achieving that. The Assistant Director and her team have done a fantastic job in reaching those standards. Babergh's IT and CIL team are also leading on a pilot scheme with a fantastic piece of software called Exicom. You are right we do need to set gold standards - standards have already been set by the Chief Executive for officers to respond to Members, but everybody including Members need to respond within those timescales. We are not there yet but we are getting there.

8f. CMU18 Cabinet Member for Planning – Councillor Ridley

Councillor Bavington to Councillor Ridley

- Q. Why does our five-year land supply go up and down like a yoyo?

Response: Councillor Ridley

- A. I don't think it's a yoyo, I actually think it's a great achievement. We have been granting an enormous amount of applications and doing everything possible to encourage developers to start those developments. This year we are building over 300 houses. It doesn't matter whether you look at the lower figure or the higher figure it is very good news indeed and it is not yoyoing.

37 OVERVIEW AND SCRUTINY COMMITTEE REPORT

- 37.1 The Overview and Scrutiny Committee report was tabled for reference.
- 37.2 The Chair of Overview and Scrutiny, Councillor McCraw introduced the report and drew attention to the work of the Committee over May and June and the areas that the Committee had been scrutinising.
- 37.3 Commenting further, Councillor McCraw highlighted a matter which had been previously referred to the Committee for scrutiny, which was void times for empty Council properties. The reduction in void times was particularly pleasing and Councillor McCraw thanked the previous Chairman for the work that he carried out on that issue.
- 37.4 Finally, the Chair of Overview and Scrutiny reported that the Committee had undertaken a robust review of CIFCO and were able to be a lot more confident in the ability of CIFCO to achieve its targets. Copies of that review had been included in the papers relating to the Business Plan for CIFCO LTD.

38 BC/18/14 LOCAL DEVELOPMENT SCHEME UPDATE

- 38.1 Councillor Ridley introduced the report and **MOVED** the recommendations within the report.
- 38.2 Councillor Ridley went on to highlight the revised timescale to reflect a further round of public consultation to ensure the Joint Local Plan was robust and the Council could take account of the comments made before producing the draft Local Plan for examination. Thus, the Local Development Scheme timetable, proposed submission of the draft plan in the summer of 2018 for examination in late spring/early summer 2019.
- 38.3 Councillor Beer seconded the report and asked whether the plan would ensure that there was greater autonomy for the planning enforcement team?
- 38.4 In response Councillor Ridley stated that having a joint up to date plan would enable the Council to be more robust in its decision making and would probably give some additional weight to the decisions that enforcement officers may make.

- 38.5 Councillor Busby queried that where villages and parishes were working on Neighbourhood plans, what would be the cut off date for them to get them accepted to be included in this Local Plan, and if they produced reports after that would the Joint local plan to be updated to include those?
- 38.6 In response the Corporate Manager for Strategic Planning stated that Neighbourhood Plans need to be in conformity with the strategic priorities in the Local Plan but were part of the development plan alongside the Local Plan. If a Neighbourhood Plan is more up to date with policies than the Local Plan, then on local matters that would count.
- 38.7 The Chief Executive added that as there appeared to be a lot of confusion on this issue he suggested that a training session in relation to neighbourhood planning and local plans be provided as soon as possible.

It was Resolved:

That the revised timetable for the preparation of the Joint Local Plan be agreed and the revised Local Development Scheme be brought into effect by 31st July 2018.

39 **BC/18/14A COUNCILLOR APPOINTMENTS**

It was Resolved:

- (i) **That the Committees' size and numerical allocation of seats be approved as detailed in Appendix A to the report.**
- (ii) **That Council notes the following appointments to Committees:-**
 - (a) **Councillor Michael Holt appointed to the Planning Committee as a Conservative Group member.**
 - (b) **Councillor Melanie Barrett appointed to the Joint Audit and Standards Committee as a Conservative Group member.**
 - (c) **Councillor Peter Patrick appointed to the Overview and Scrutiny Committee as a Conservative Group member.**

40 **BC/18/15 CAPITAL INVESTMENT FUND COMPANY ('CIFCO CAPITAL LTD') BUSINESS TRADING AND PERFORMANCE REPORT 2017/2018**

- 40.1 Councillor Ridley introduced the report and **MOVED** the recommendations in the report.
- 40.2 Commenting further he went on to say that the report was to provide the Council as a 50% shareholder, with an oversight of the CIFCO Capital Ltd performance activity in its first year of trading and its proposed investment strategy for 2018/9 forming the base of trading in year 2.

40.3 Councillor Ridley informed Council that a Joint Overview and Scrutiny Committee had reviewed the plan on 28 June 2018 and had resolved that the additional information provided for by the performance of risk reporting structure had reassured the Committee that a reporting structure was in place to enable CIFCO Capital Ltd to achieve its targets within the business plan.

40.4 Councillor Beer seconded the report and reserved the right to speak.

It was Resolved:-

That the CIFCO trading activity and performance for the year to the end of April 2018 be noted.

41 EXCLUSION OF THE PUBLIC (WHICH TERM INCLUDES THE PRESS)

41.1 On the proposal of Councillor Ward and seconded by Councillor Jan Osborne,

It was Resolved:-

That pursuant to Part 1 of Schedule 12A of the Local Government Act 1972, the public be excluded from the meeting for the business specified in the Minutes on the grounds that if the public were present during discussion of this item, it is likely that there would be disclosure to them of exempt information as indicated in the report.

42 CONFIDENTIAL APPENDIX - CIFCO CAPITAL LTD BUSINESS PLAN 2018/19 (EXEMPT INFORMATION BY VIRTUE OF PARAGRAPH 3 OF PART 1)

43 BC/18/16 TO CONFIRM THE CONFIDENTIAL MINUTE OF 19 JUNE 2018 MEETING

The business of the meeting was concluded at 8.15 pm.

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Chairman

Agenda Item 4

			BC/18/18	
BABERGH DISTRICT COUNCIL CHAIRMAN'S ANNOUNCEMENTS				
COUNCIL - 25 SEPTEMBER 2018				
EVENT	LOCATION	DATE	CHAIRMAN	VICE CHAIR
AUGUST 2018				
River Stour Trust - Electric Boating Event on River Stour	Bures St Mary	18-Aug		✓
High Sheriff's Garden Party	Great Thurlow Hall, Great Thurlow	31-Aug	✓	
SEPTEMBER 2018				
St Edmundsbury Mayor's Summer Charity Ball	The Apex, Bury St Edmunds	01-Sep	✓	
Ipswich Mayor's Charity Walk and Supper	Ipswich Town and The Rep	04-Sep	✓	
St Edmundsbury Battle of Britain Commemoration Parade and Service	St Mary's Church and Athenaeum, Bury St Edmunds	16-Sep	✓	
Mid Suffolk District Council Chairman's Civic Service	St Peter's Church, Thurston	16-Sep	✓	
Hadleigh Mayor's Civic Service	St Mary's Church, Hadleigh	23-Sep	✓	

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BABERGH DISTRICT COUNCIL

OVERVIEW & SCRUTINY COMMITTEE REPORT TO BABERGH COUNCIL

SEPTEMBER 25TH, 2018

Babergh & Mid Suffolk Joint Scrutiny Committee met on the 23rd July.

SCOPING OF THE PRE-PLANNING APPLICATION FEE

The fee charge service for pre-planning had been in place for approximately a year. An extensive Customer Service Questionnaire, and its results, were closely examined. Overall, the survey results were positive, but questions about consistency and the timeliness of advice were highlighted. There seemed to be a significant correlation between the numbers of adverse results in the eventual Planning decision and the number of negative comments provided. It was difficult to draw conclusions in areas, such as Highways, Heritage and Flooding, where a small sample size was involved.

In scoping the reports and questioning officers the committee asked for the following to be added.

- That 60% to 70% of customers were fairly satisfied with the service;
- That the timing needed to be improved and was to be addressed in the report;
- That the apparent difference between the advice provided at the site visits and the written advice produced by the Planning Department;
- A request for Suffolk County Council Highways to be invited as witness to the Committee meeting;
- A copy of the pre-application form to be attached;
- Analysis of how many responses included other departments such as flooding and heritage;
- The Planning Department was to invite professional agents for larger developments if possible and inform the Chairs of their attendance;
- Investigate if customers were discouraged by having to pay a fee for pre-planning advice. The outcome was to be split between the percentage of private customers and professional agents;
- Resource requirements in relation to site visits for householder applications.

The Corporate Manager – Growth and Sustainable Planning explained that the department was in the process to of evaluating the responses to make improvements to the service. **This item would be scrutinised fully, with the points raised at the next meeting.**

REVIEW OF THE SHARED LEGAL SERVICE

The Assistant Director – Law and Governance introduced the report and pointed to the list of recommendations made by the Joint Overview and Scrutiny Committee in December 2017. The report included responses to the points made by the Committee in December and data on the progress on workloads, case management and arrangements for instructing the legal team.

57% of the cost of the Service falling to Babergh and Mid Suffolk District Council, there was detailed questioning on the following key areas:

Cost allocation (and recovery of costs in the event of a won case), staff recruitment and retention, the new Case Management System, the Client Portal (for our departments as clients), Key Performance Indicators, and data gathering. In the last case there were concerns on the committee that the data given was too detailed, in raw form and required refinement and clarity.

Members generally felt that the Shared Legal Service had responded to the recommendations made in December 2017 and that the Service was improving the Service it provided to clients. There was anecdotal evidence from members and observers that the service had improved.

The committee noted the report and thanked officers for their efforts and successes. It was resolved that an Information Bulletin be provided by the Finance Department to clarify Appendix 2 of the report and that the case data in Appendix 3 be analysed and clarified. Both to be presented to the Joint Overview and Scrutiny Committee on the 19 November 2018.

DEVELOPMENT OF THE JOINT HOUSING STRATEGY 2018- 2036

Councillor Osborne, Cabinet Member – Housing, and Robert Hobbs, Corporate Manager – Strategic Planning, provided the context for this emerging strategy. It included the provisions under the legal requirements to have a Homelessness Reduction Strategy. A Housing Strategy itself is not a legal requirement, but its importance might be measured in the comprehensive range of members questions on every aspect of housing provision. These included: energy efficiency, flexibility in the event of any changes to Government Policy, home ownership, staffing in the Housing Department, stalled sites, Housing Associations, Council Housing, Voids, and population changes and demographics.

The Housing Strategy Officer – Strategic Planning explained that the document in front of Members provided the general lines of what the finished Housing Strategy would look like. Detailed work on the finished document would have to be presented to the Cabinets in September. She said that the Action Plan would contain more detail of local needs. There was also to be an annual review and monitoring of the Action Plan.

The action plan was to be in place for the next five years and was to be presented to the Cabinets in December 2018.

The committee endorsed the context and development process described in the report.

INFORMATION BULLETIN

This was supplied to describe some of the recent changes to the Five-Year Land Supply, the committee having previously examined methodology. The Planning team were thanked for the work conducted to achieve the supply and the bulletin was noted.

Babergh & Mid Suffolk Joint Scrutiny Committee met on the 3rd September.

VOID RELET TIMES IN COUNCIL PROPERTIES

This subject had been considered by the committee(s) monthly over the course of the last year. Void times had risen to dizzying heights of 50-70+ days at some points. An extensive project, driven in part by Overview and Scrutiny interest and concern had been undertaken to reduce void times to a year end average of 21 days. The June figures of 23 days (BDC) and 19 days (MSDC) had since been further improved with Babergh at 17 days and Mid Suffolk at 21 days.

Likewise, the number of void properties had been massively reduced. It was true that there was a cost involved in this in the use of outside contractors, but that it would be a diminishing one in line with the workload left.

Members made multiple comments on the excellent quality of the report and it was pointed out that this was directly related to the work undertaken on the project and the clarity of the analysis and planning. Speaking personally, I felt it was one of the best reports that I've seen here.

From subsequent reports and updates, it appears that the key targets for next year are within reach already. A quarterly report will be received by O & S to monitor this.

There were other related matters discussed concerning stock condition and definitions (which had been a key part of the process).

Both O & S committees voted separately, and both resolved as follows:

- 1.1 That the Committee notes the improved performance for re-let times and commends Officers for their work in achieving this improvement.**
- 1.2 That the Committee endorses the actions contained within the long-term plan. (Paragraph 4.13 and Appendix F)**

A further update was provided in an INFORMATION BULLETIN. This is reflected in the more recent figures referred to in the above section.

REVIEW OF THE IMPLEMENTATION OF CHARGED PRE-APPLICATION FEES FOR PLANNING ADVICE

Councillor Nick Ridley and Councillor Glen Horn as respective Cabinet Members for Planning introduced the report, with Phil Isbell, Corporate Manager – Growth and Sustainable Planning taking queries from the committee.

A considerable amount of further detail, that had been asked for in the scoping process was supplied. A very complete report, as requested, was therefore supplied.

Members asked questions about the reduced uptake of pre-planning advice, compared to when it was supplied free. This was lower than anticipated and many householder enquiries were being dealt with successfully through the self-service portal on the website. Basic enquiries could be dealt with by the service team.

There was considerable discussion about survey timing and method. The point was returned to later, but it was felt that a repeat survey was essential.

A variety of witnesses were available.

James Tanner from Hollins Architects, Surveyors and Planning Consultants and Phil Cobbold from Phil Cobbold Planning Ltd were present as agents and users of the Pre-Planning Service. Steve Merry and Julia Cox from SCC Growth, Highways and Infrastructure as consultants and providers.

The agents found the charging structure a small cost but held concerns over consistency and timeliness. These they attributed to staff turnover and inexperience. In general, though they could both support good, timely and beneficial advice and were happy to recommend such a service to their clients. A site visit being carried out by the relevant case officer was highly desirable. The Corporate Manager was able to report that new software would aid in this and it was intended to be future practice.

The Highways witnesses were questioned on the advice they could supply. This was generally in the form of the requirements of a planning application, it being impossible to assess traffic flow etc, so early in the process.

Further discussion about survey timing took place, but the matter was left open as in the resolutions below.

There was also mention of our Risk Analysis system. Some very undesirable Likelihood Outcomes of our Pre-Planning Advice were described as Probable (3) rather than Unlikely (2). This could be a flaw, where a realistic (and desirable) approach might be 'Possible' (2.5). This will be further examined by Audit managers.

An extensive list of recommendations was examined item by item, with further discussion and some wording changes to produce the resolutions.

It was RESOLVED: -

- 1.1 **That the contents of the report be scrutinised by the Joint Overview and Scrutiny Committee for review and**
- 1.2 **That the Joint Overview & Scrutiny Committee agree that the recommendations below are robust enough to promote the continued improvement of the charged pre-application service:**
 - Embed a “right first time, on time” approach to pre-application advice offer through consistent use of Enterprise and 1-2-1s.
 - Establish management monitoring and intervention measures to achieve nil rate of refunds in the forthcoming year.
 - Review charging arrangements for site visit elements of pre-application advice services to better reflect time and resource costs.
 - Review pre-application charge exemptions or discounts for community groups or other organisations where relevant support is already being provided by the Councils.
 - Introduce cancellation administration charge where meetings are cancelled by the enquirer at short notice.
 - Repeat customer satisfaction survey mid-2019 and to evaluate when the best time will be for conducting this survey.
 - Review potential for and introduce as appropriate additional service offers and cost recovery associated with other internal stakeholders (including Housing Enabling, Communities, Public Realm, CIL, Planning Policy) with appropriate Service Level Agreements to underpin delivery.

Overview and Scrutiny may wish to review this in the future.

More complete details are available within the Babergh & Joint Scrutiny Committee Minutes and within the reports themselves.

This report is much lengthier than previously promised. A simple summary of subjects and resolutions would not suffice, in my opinion. The aim is to provide context for the sort of detailed examination that is not always possible in Council or Cabinet meetings. Overview and Scrutiny can fulfil that role and should seek to do so.

I'm happy to take any questions, within or without, the meeting.

Alastair McCraw

Chairman, Overview & Scrutiny Committee, Babergh District Council

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Agenda Item 9a

BABERGH and MID SUFFOLK DISTRICT COUNCILS

COMMITTEE: Joint Audit and Standards Committee	REPORT NUMBER: JAC/18/3
FROM: Katherine Steel, Assistant Director, Corporate Resources	DATE OF MEETING: 30 July 2018
OFFICERS: Melissa Evans, Corporate Manager - Finance Sue Palmer, Senior Financial Services Officer	

JOINT ANNUAL TREASURY MANAGEMENT REPORT - 2017/18

1. PURPOSE OF REPORT

- 1.1 The report is part of the Councils' management and governance arrangements for Treasury Management activity under the CIPFA Code of Practice on Treasury Management ("the Code"). It provides Members with a comprehensive assessment of activities for the year.
- 1.2 The report specifically sets out the performance of the treasury management function, the effects of the decisions taken, and the transactions executed in the past year and any circumstances of non-compliance with the Councils' treasury management policy statement and treasury management practices.
- 1.3 The report also includes performance on Prudential Indicators which were set in the 2017/18 Treasury Management Strategy.
- 1.4 The figures contained in this report are subject to the external auditor's review which will conclude at the end of this month.

2. OPTIONS CONSIDERED

- 2.1 This report fulfils the Councils' legal obligations to have regard to the Code and there are no options to consider.

3. RECOMMENDATIONS

- 3.1 That the Treasury Management activity for the year 2017/18 be noted. Further, that it be noted that performance was in line with the Prudential Indicators set for 2017/18.
- 3.2 That Babergh District Council Treasury Management activity for 2017/18 was in accordance with the approved Treasury Management Strategy, and that, except for one occasion when the Council exceeded its daily bank account limit with Lloyds by £120k, as mentioned in Paragraph 4.6, the Council has complied with all the Treasury Management Indicators for this period be recommended to Council for noting.

3.3 That Mid Suffolk District Council Treasury Management activity for 2017/18 was in accordance with the approved Treasury Management Strategy, and that, except for one occasion when the Council exceeded their daily bank account limit with Lloyds by £79k, as mentioned in Paragraph 4.7, the Council has complied with all the Treasury Management Indicators for this period be recommended to Council for noting.

3.4 The Committee is asked to make a recommendation to Full Council on the above matters.

REASON FOR DECISION

For Members to recommend to full Council.

4. KEY INFORMATION

4.1 The 2017/18 Treasury Management Strategy for both Councils was approved in February 2017.

4.2 The strategy and activities are affected by a number of factors, including the regulatory framework, economic conditions, best practice and interest rate/liquidity risk. The attached appendices summarise the regulatory framework, economic background and information on key activities for the year.

4.3 The following key points for the year are as follows:

- Interest rates continued at very low levels
- The UK economy showed signs of slowing with latest estimates showing GDP, helped by an improving global economy, grew by 1.4% in the calendar year 2017, compared with 1.6% in 2016.
- No new long term external borrowing was taken out by Babergh or Mid Suffolk to finance the 2017/18 capital programme. All the existing long-term debt relates to the HRA for both Councils.
- Babergh increased its short term borrowing by £6m. Mid Suffolk increased its short term borrowing by £6.5m and reduced its long term borrowing by £0.8m (see Appendix B, Table 3).
- Investment activity was undertaken in accordance with the approved counterparty policy and investment limits (see Appendix C, Table 8)

4.4 Specific highlights relating to 2017/18 activity are provided below:

Area/Activity	Babergh	Mid Suffolk	Comments
Long Term Borrowing – average interest rate	3.28%	3.6%	All HRA and fixed rate
Credit Risk Scores during the year (value weighted average)	4.81 – 6.21	4.63– 6.29	Both within the score for the approved A- credit rating for investment counterparties
Compliance with Prudential Indicators	✓	✓	See Appendix D

4.5 There was one breach of the strategy for each Council during the year as follows:

4.6 Babergh District Council Treasury Management activity for 2017/18 was in accordance with the approved Treasury Management Strategy except for one occasion on 2 June 2017 when the Council exceeded its daily bank account limit with Lloyds by £120k, as mentioned in Appendix C Paragraphs 4.5 and 4.6.

4.7 Mid Suffolk District Council Treasury Management activity for 2017/18 was in accordance with the approved Treasury Management Strategy except for one occasion on 2 January 2018 when the Council exceeded its daily bank account limit with Lloyds by £79k, as mentioned in Appendix C Paragraphs 4.5 and 4.6.

5. LINKS TO THE JOINT STRATEGIC PLAN

5.1 Ensuring that the Council has the resources available underpins the ability to achieve the priorities set out in the Joint Strategic Plan.

6. FINANCIAL IMPLICATIONS

6.1 As detailed in the report and appendices.

7. LEGAL IMPLICATIONS

7.1 There are no legal implications arising from this report.

8. RISK MANAGEMENT

8.1 This report is linked to the Councils' Significant Risk Register risk 5(e) "If we do not understand our financial position and respond in a timely and effective way, then we will be unable to deliver the entirety of the Joint Strategic Plan".

8.2 The key risks are set out below:

Risk Description	Likelihood	Impact	Mitigation Measures
If the Councils lose the investment this will impact on their ability to deliver services.	Highly Unlikely (1)	Bad (3)	Strict lending criteria for high credit rated institutions.
If the Councils receive a poor return on investments, there will be fewer resources available to deliver services.	Highly Probable (4)	Noticeable (2)	Focus is on security and liquidity, therefore, careful cashflow management in accordance with the TM Strategy is undertaken throughout the year.
If the Councils have liquidity problems, they will be unable to meet their short-term liabilities.	Unlikely (2)	Noticeable (2)	As above.
If the Councils incur higher than expected borrowing costs, there will be fewer resources available to deliver services.	Unlikely (2)	Noticeable (2)	Benchmark is to borrow from the Public Works Loan Board whose rates are very low and can be on a fixed or variable basis. Research lowest rates available within borrowing boundaries and use other sources of funding and internal surplus funds temporarily.

9. CONSULTATIONS

- 9.1 None, although it should be noted that Babergh and Mid Suffolk have regular joint strategy meetings with the external treasury advisor, Arlingclose, who provide updates and advice on treasury management issues as they arise.

10. EQUALITY ANALYSIS

- 10.1 An equality analysis has not been completed because the report content does not have any impact on the protected characteristics.

11. ENVIRONMENTAL IMPLICATIONS

- 11.1 None directly related to this report.

12. APPENDICES

Title	Location
A Regulatory Framework, External and Local Context	Attached
B Borrowing activity	Attached
C Investment activity	Attached
D Prudential Indicators	Attached
E Glossary of Terms	Attached

13. BACKGROUND DOCUMENTS

13.1 CIPFA's Code of Practice on Treasury Management ("the Code").

13.2 Joint Treasury Management Strategy 2017/18 (Paper JAC93).

1. Regulatory Framework

- 1.1. In February 2012 the Councils adopted the Chartered Institute of Public Finance and Accountancy's Treasury Management in the Public Services: Code of Practice (the CIPFA Code) which requires the Councils to approve a treasury management annual report after the end of each financial year.
- 1.2. This report fulfils the Councils' legal obligation to have regard to the CIPFA Code.
- 1.3. The Councils' treasury management strategy for 2017/18 was approved at meetings on 21 February 2017 (Babergh) and 23 February 2017 (Mid Suffolk) The Councils have borrowed and invested substantial sums of money and are therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of risk are therefore central to the Councils' treasury management strategy.

2. External Context

2.1. Economic background:

- 2.1.1. 2017/18 was characterised by the push-pull from expectations of tapering of Quantitative Easing (QE) and the potential for increased policy rates in the US and Europe and from geopolitical tensions, which also had an impact.
- 2.1.2. The UK economy showed signs of slowing with latest estimates showing GDP, helped by an improving global economy, grew by 1.4% in the calendar year 2017, compared with 1.6% in 2016. This was a far better outcome than the majority of forecasts following the EU Referendum in June 2016, but it also reflected the international growth momentum generated by the increasingly buoyant US economy and the re-emergence of the Eurozone economies.
- 2.1.3. The inflationary impact of rising import prices, a consequence of the fall in sterling associated with the EU referendum result, resulted in year-on-year CPI rising to 3.1% in November 2017 before falling back to 2.7% in February 2018. Consumers felt the squeeze as real average earnings growth, i.e. after inflation, turned negative before slowly recovering. The labour market showed resilience as the unemployment rate fell back to 4.2% in March 2018. The inherent weakness in UK business investment was not helped by political uncertainty following the surprise General Election in June and by the lack of clarity on Brexit, the UK and the EU only reaching an agreement in March 2018 on a transition which will now span Q2 of 2019 to Q4 of 2020. The Withdrawal Treaty has received royal assent in the UK but is yet to be ratified by the other 27 EU member states and new international trading arrangements are yet to be negotiated and agreed.

- 2.1.4. The Bank of England's Monetary Policy Committee (MPC) increased Bank Rate by 0.25% in November 2017. It was significant in that it was the first rate increase in ten years, although in essence the MPC reversed its August 2016 cut following the referendum result. The February *Inflation Report* indicated the MPC was keen to return inflation to the 2% target over a more conventional (18-24 month) horizon with 'gradual' and 'limited' policy tightening. In June 2018 three MPC members voted to increase policy rates immediately but the MPC itself stopped short of committing itself to the timing of the next increase in rates, saying that any future increases will be at a gradual pace and to a limited extent. It seems likely that there will be an increase in 2018.
- 2.1.5. In contrast, economic activity in the Eurozone gained momentum and although the European Central Bank removed reference to an 'easing bias' in its market communications and has yet to confirm its QE intention when asset purchases end in September 2018, the Central Bank appeared some way off normalising interest rates. The US economy grew steadily and, with its policy objectives of price stability and maximising employment remaining on track, the Federal Reserve Open Market Committee (FOMC) increased interest rates in December 2017 by 0.25% and again in March, raising the policy rate target range to 1.50% - 1.75%. The Federal Reserve is expected to deliver two more increases in 2018 and a further two in 2019. However, the imposition of tariffs on a broadening range of goods initiated by the US, which has led to retaliation by China, could escalate into a deep-rooted trade war having broader economic consequences including inflation rising rapidly, warranting more interest rate hikes.

2.2. Financial markets:

- 2.2.1. The increase in Bank Rate resulted in higher money markets rates: 1-month, 3-month and 12-month LIBID rates averaged 0.32%, 0.39% and 0.69% and at 31 March 2018 were 0.43%, 0.72% and 1.12% respectively.
- 2.2.2. Gilt yields displayed significant volatility over the twelve-month period with the change in sentiment in the Bank of England's outlook for interest rates. The yield on the 5-year gilts which had fallen to 0.35% in mid-June rose to 1.65% by the end of March. 10-year gilt yields also rose from their lows of 0.93% in June to 1.65% by mid-February before falling back to 1.35% at year-end. 20-year gilt yields followed an even more erratic path with lows of 1.62% in June, and highs of 2.03% in February, only to plummet back down to 1.70% by the end of the financial year.
- 2.2.3. The FTSE 100 had a strong finish to the calendar year 2017, reaching yet another record high of 7688, before plummeting below 7000 at the beginning of 2018 in the global equity correction and sell-off.

2.3. Credit background:

- 2.3.1. In the first quarter of the financial year, UK bank credit default swaps reached three-year lows on the announcement that the Funding for Lending Scheme, which gave banks access to cheaper funding, was being extended to 2018. For the rest of the year, CDS prices remained broadly flat.

- 2.3.2. The rules for UK banks' ring-fencing were finalised by the Prudential Regulation Authority and banks began the complex implementation process ahead of the statutory deadline of 1 January 2019. As there was some uncertainty surrounding which banking entities the Authority would be dealing with once ring-fencing was implemented and what the balance sheets of the ring-fenced and non-ring-fenced entities would actually look like, in May 2017 Arlingclose advised adjusting downwards the maturity limit for unsecured investments to a maximum of 6 months. The rating agencies had slightly varying views on the creditworthiness of the restructured entities.
- 2.3.3. Barclays was the first to complete its ring-fence restructure over the 2018 Easter weekend; wholesale deposits including local authority deposits will henceforth be accepted by Barclays Bank plc (branded Barclays International), which is the non-ring-fenced bank.
- 2.3.4. The new EU regulations for Money Market Funds (MMFs) were finally approved and published in July and existing funds will have to be compliant by no later than 21 January 2019. The key features include Low Volatility Net Asset Value (LVNAV) Money Market Funds which will be permitted to maintain a constant dealing NAV, providing they meet strict new criteria and minimum liquidity requirements. MMFs will not be prohibited from having an external fund rating (as had been suggested in draft regulations). Arlingclose expects most of the short-term MMFs it recommends converting to the LVNAV structure and awaits confirmation from each fund.
- 2.4. **Credit Rating developments**
- 2.4.1. The most significant change was the downgrade by Moody's to the UK sovereign rating in September from Aa1 to Aa2 which resulted in subsequent downgrades to sub-sovereign entities including local authorities.
- 2.4.2. Changes to credit ratings included Moody's downgrade of Standard Chartered Bank's long-term rating to A1 from Aa3 and the placing of UK banks' long-term ratings on review to reflect the impending ring-fencing of retail activity from investment banking (Barclays, HSBC and RBS were on review for downgrade; Lloyds Bank, Bank of Scotland and National Westminster Bank were placed on review for upgrade).
- 2.4.3. Standard & Poor's (S&P) revised upwards the outlook of various UK banks and building societies to positive or stable and simultaneously affirmed their long and short-term ratings, reflecting the institutions' resilience, progress in meeting regulatory capital requirements and being better positioned to deal with uncertainties and potential turbulence in the run-up to the UK's exit from the EU in March 2019. The agency upgraded Barclays Bank's long-term rating to A from A- after the bank announced its plans for its entities post ring-fencing.
- 2.4.4. Fitch revised the outlook on Nationwide Building Society to negative and later downgraded the institution's long-term ratings due to its reducing buffer of junior debt. S&P revised the society's outlook from positive to stable.

3. Local Authority Regulatory Changes

3.1. Revised CIPFA Codes

- 3.1.1. CIPFA published revised editions of the Treasury Management and Prudential Codes in December 2017. The required changes from the 2011 Code will be incorporated into the forthcoming Treasury Management Strategies and monitoring reports.
- 3.1.2. The 2017 Prudential Code introduces the requirement for a Capital Strategy which provides a high-level overview of the long-term context of capital expenditure and investment decisions and their associated risks and rewards along with an overview of how risk is managed for future financial sustainability. The Code also expands on the process and governance issues of capital expenditure and investment decisions.
- 3.1.3. Both Councils will produce a Capital Strategy alongside the Treasury Management Strategy.
- 3.1.4. In the 2017 Treasury Management Code the definition of 'investments' has been widened to include financial assets as well as non-financial assets held primarily for financial returns such as investment property. These, along with other investments made for non-treasury management purposes such as loans supporting service outcomes and investments in subsidiaries, must be discussed in the Capital Strategy or Investment Strategy. Additional risks of such investments are to be set out clearly and the impact on financial sustainability is to be identified and reported.

3.2. MHCLG Investment Guidance and Minimum Revenue Provision (MRP)

- 3.2.1. In February 2018 the Ministry of Housing, Communities and Local Government (MHCLG) published revised Guidance on Local Government and Investments and Statutory Guidance on Minimum Revenue Provision (MRP).
- 3.2.2. Changes to the Investment Guidance include a wider definition of investments to include non-financial assets held primarily for generating income returns and a new category called "loans" (e.g. temporary transfer of cash to a third party, joint venture, subsidiary or associate). The Guidance introduces the concept of proportionality, proposes additional disclosure for borrowing solely to invest and specifies additional indicators. Investment strategies must detail the extent to which service delivery objectives are reliant on investment income and a contingency plan should be in place in the event investments fail.
- 3.2.3. The definition of prudent MRP has been changed to "put aside revenue over time to cover the Capital Financing Requirement" (CFR); it cannot be a negative charge and can only be zero if the CFR is nil or negative. Guidance on asset lives has been updated, applying to any calculation using asset lives. Any change in MRP policy cannot create an overpayment. The new policy must be applied to the outstanding CFR going forward only.

3.3. MiFID II

3.3.1. As a result of the second Markets in Financial Instruments Directive (MiFID II), from 3 January 2018 local authorities were automatically treated as retail clients but could “opt up” to professional client status, providing certain criteria were met which includes having an investment balance of at least £10m and the person(s) authorised to make investment decisions on behalf of the Council have at least a year’s relevant professional experience. In addition, the regulated financial services firms to whom this directive applies have had to assess that that person(s) have the expertise, experience and knowledge to make investment decisions and understand the risks involved.

3.3.2. Both Councils have met the conditions to opt up to professional status and have done so in order to maintain their erstwhile MiFID II status prior to January 2018. The Councils will continue to have access to products including money market funds, pooled funds, treasury bills, bonds, shares and to financial advice.

4. Local Context

4.1. On 31 March 2018, Babergh had net borrowing of £96.471m and Mid Suffolk had net borrowing of £110.309m arising from the revenue and capital income and expenditure activities. This is an increase of £19.732m for Babergh and £14.074m for Mid Suffolk from the 31 March 2017 position. The underlying need to borrow for capital purposes is measured by the Capital Financing Requirement (CFR), while usable reserves and working capital are the underlying resources available for investment. These factors and the year-on-year change are summarised in Table 1 below.

4.2. Table 1: Borrowing Summary

Babergh	31.3.17 Actual £m	2017/18 Movement £m	31.3.18 Actual £m
General Fund CFR	18.609	12.577	31.186
HRA CFR	86.253	(0.500)	85.753
Total CFR	104.862	12.077	116.939
Less: Usable reserves	(22.254)	(2.795)	(25.049)
Add / (Less): Working Capital	(5.869)	10.450	4.581
Net Borrowing	76.739	19.732	96.471

Mid Suffolk	31.3.17 Actual £m	2017/18 Movement £m	31.3.18 Actual £m
General Fund CFR	22.241	13.592	35.833
HRA CFR	86.759	0.000	86.759
Total CFR	109.000	13.592	122.592
Less: Usable reserves	(22.723)	(6.660)	(29.383)
Add: Working Capital	9.958	7.142	17.100
Net Borrowing	96.235	14.074	110.309

Appendix A cont'd

4.3. Both Councils' net borrowing has increased due to a rise in the CFR as new capital expenditure was higher than the financing applied, including minimum revenue provision. This was offset by an increase in usable reserves and a decrease in working capital due to the timing of receipts and payments and an increase in short term borrowing.

4.4. The current strategy is to maintain borrowing and investments below their underlying levels, sometimes known as internal borrowing, to reduce risk and keep interest costs low.

4.5. **Table 2: Treasury Management Summary**

4.6. The treasury management position as at 31 March 2018 and the year-on-year change is shown in Table 2 below.

Babergh	31.3.17 Balance £m	2017/18 Movement £m	31.3.18 Balance £m	31.3.18 Rate %
Long-term borrowing	86.797	(0.500)	86.297	3.29%
Short-term borrowing	6.000	6.000	12.000	0.68%
Total borrowing	92.797	5.500	98.297	
Long-term investments	9.638	0.000	9.638	4.96%
Short-term investments	2.000	(2.000)	0.000	0.17%
Cash and Cash equivalents	4.039	(1.594)	2.445	0.22%
Total investments	15.677	(3.594)	12.083	
Net Borrowing	77.120	9.094	86.214	

Mid Suffolk	31.3.17 Balance £m	2017/18 Movement £m	31.3.18 Balance £m	31.3.18 Rate %
Long-term borrowing	74.887	(0.800)	74.087	3.88%
Short-term borrowing	22.500	6.500	29.000	0.79%
Total borrowing	97.387	5.700	103.087	
Long-term investments	9.642	0.000	9.642	4.94%
Short-term investments	2.000	(2.000)	0.000	0.15%
Cash and Cash equivalents	3.872	(1.478)	2.394	0.25%
Total investments	15.514	(3.478)	12.036	
Net Borrowing	81.873	9.178	91.051	

4.7. The figures in Table 2 are from the balance sheet in the statement of accounts, adjusted to exclude operational cash, accrued interest and other accounting adjustments.

4.8. Babergh and Mid Suffolk have both increased net borrowing to finance capital expenditure.

1. Borrowing Activity

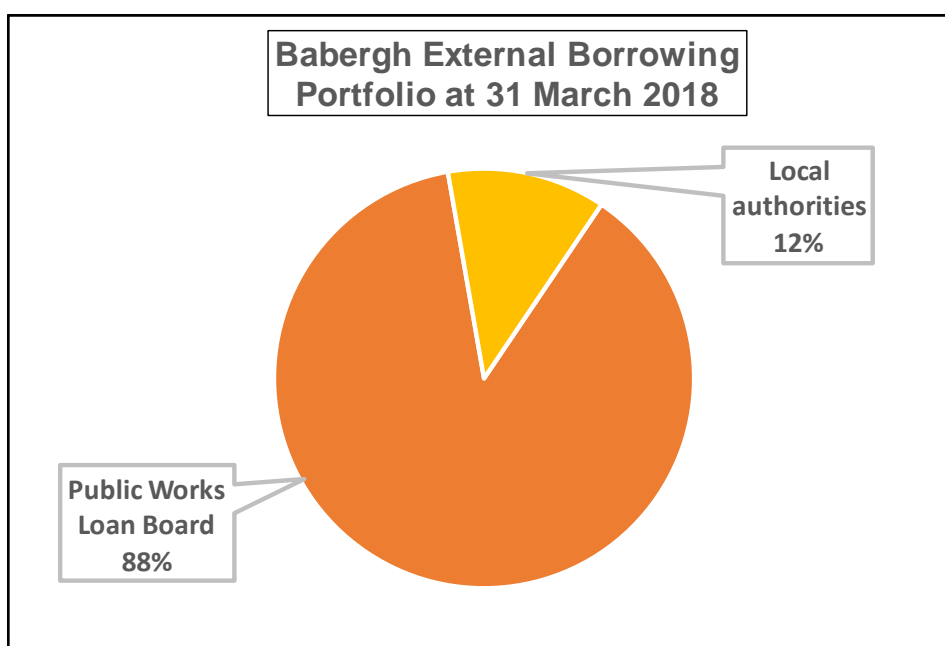
1.1. At 31 March 2018, Babergh held £98.297m of loans an increase of £5.5m on the previous year. Mid Suffolk held £103.087m of loans and increase of £5.7m on the previous year. These increases are part of both councils' strategy for funding previous years' capital programmes. The year-end borrowing position and the year-on-year change in show in Table 3 below.

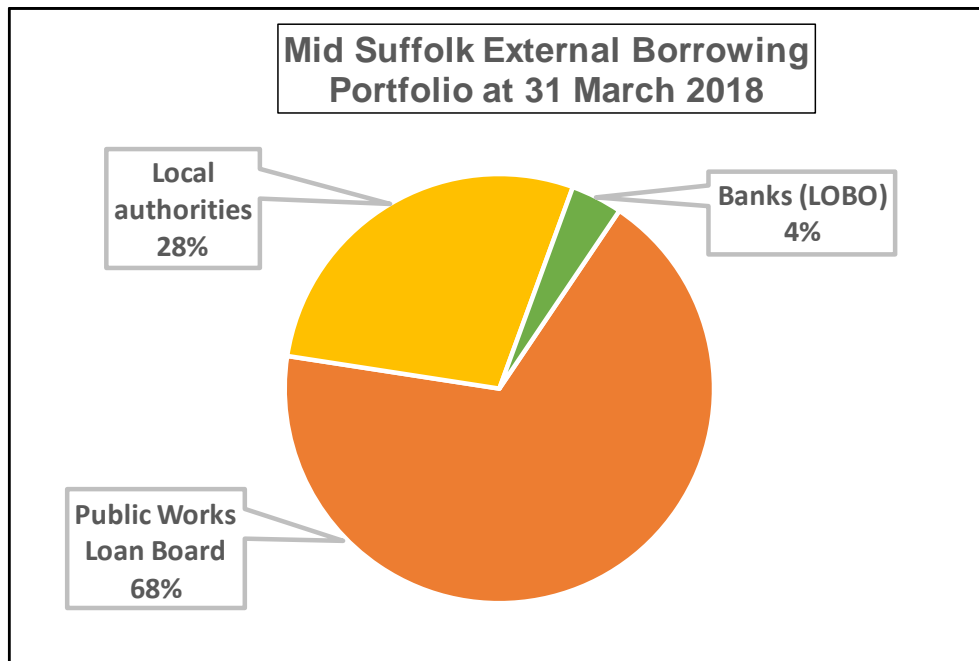
1.2. Table 3: Borrowing Position

Babergh	31.3.17 Balance £m	2017/18 Movement £m	31.3.18 Balance £m	31.3.18 Average Rate %
Public Works Loan Board	86.797	(0.500)	86.297	3.29%
Local authorities (short-term)	6.000	6.000	12.000	0.68%
Total borrowing	92.797	5.500	98.297	

Mid Suffolk	31.3.17 Balance £m	2017/18 Movement £m	31.3.18 Balance £m	31.3.18 Average Rate %
Public Works Loan Board	70.887	(0.800)	70.087	3.55%
Banks (LOBO)	4.000	0.000	4.000	4.21%
Local authorities (short-term)	22.500	6.500	29.000	0.79%
Total borrowing	97.387	5.700	103.087	

1.3. Table 3 - Charts: Borrowing Position





- 1.4. The Councils' objective when borrowing has been to strike an appropriately low risk balance between securing low interest costs and achieving cost certainty over the period for which funds are required, with flexibility to renegotiate loans should the Councils' long-term plans change being a secondary objective.
- 1.5. All new loans for Babergh and Mid Suffolk were taken as short term local authority borrowing to take advantage of low interest rates in 2017/18. This strategy enabled the Councils to reduce net borrowing costs (despite foregone investment income) and reduce overall treasury risk. The "cost of carry" analysis performed by the Councils' treasury management advisor Arlingclose did not indicate any value in borrowing in advance for future years' planned expenditure and therefore none was taken.
- 1.6. Mid Suffolk continues to hold £4m of LOBO loans (Lender's Option Borrower's Option) where the lender has the option to propose an increase in the interest rate at set dates, following which the Council has the option to either accept the new rate or to repay the loan at no additional cost. The banks did not exercise their option during 2017/18.

1. Investment Activity

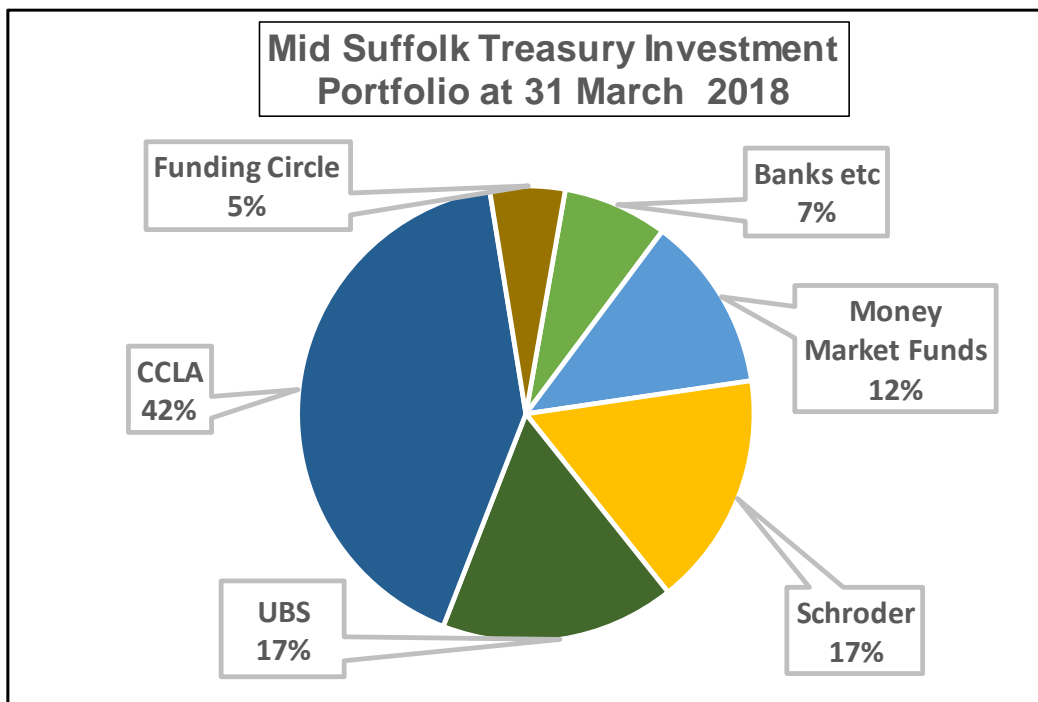
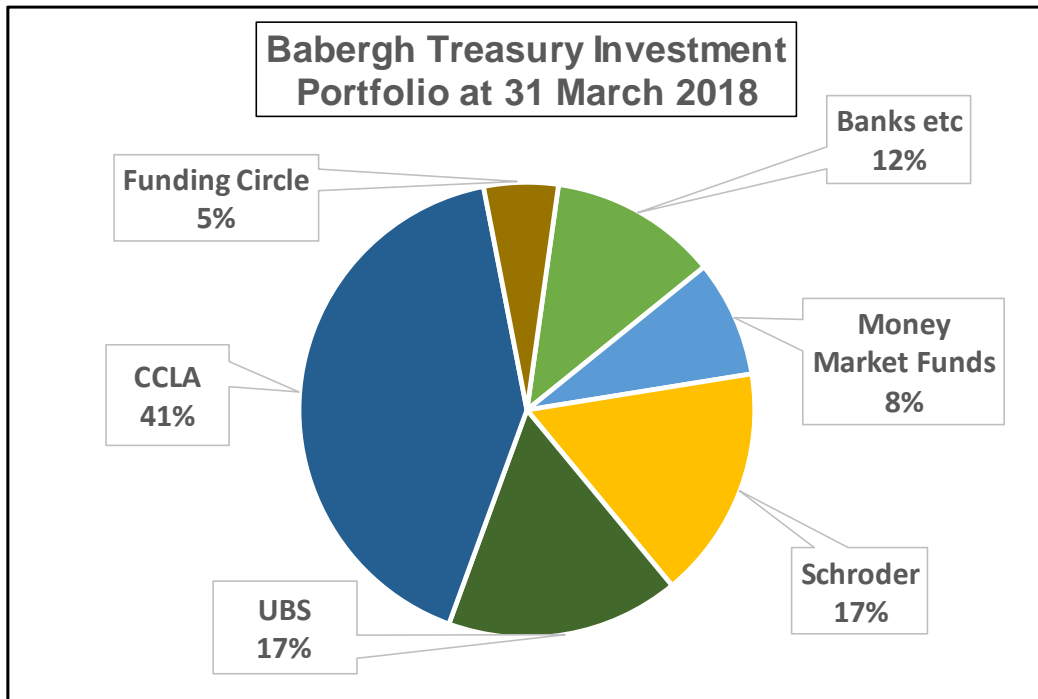
1.1. Babergh and Mid Suffolk hold invested funds, representing income received in advance of expenditure plus balances and reserves. During 2017/18, Babergh's Investment balance ranged between £11.667m and £23.335m. Mid Suffolk's investment balance ranged between £11.089m and £22.709m. These movements are due to timing differences between income and expenditure. The year-end investment position and the year-on-year change are shown in Table 4 below.

1.2. Table 4: Investment Position

Babergh	31.3.17 Balance £m	2017/18 Movement £m	31.3.18 Balance £m	31.3.18 Average Rate %
Banks & building societies (unsecured)	1.339	0.106	1.445	0.15%
Government (incl. local authorities)	2.000	(2.000)	0.000	0.17%
Money Market Funds	2.700	(1.700)	1.000	0.24%
Schroder	2.000	0.000	2.000	6.86%
UBS	2.000	0.000	2.000	3.74%
CCLA	5.000	0.000	5.000	4.54%
Funding Circle	0.638	0.000	0.638	4.54%
Total investments	15.677	(3.594)	12.083	

Mid Suffolk	31.3.17 Balance £m	2017/18 Movement £m	31.3.18 Balance £m	31.3.18 Average Rate %
Banks & building societies (unsecured)	0.572	0.322	0.894	0.15%
Government (incl. local authorities)	2.000	(2.000)	0.000	0.15%
Money Market Funds	3.300	(1.800)	1.500	0.28%
Schroder	2.000	0.000	2.000	6.86%
UBS	2.000	0.000	2.000	3.73%
CCLA	5.000	0.000	5.000	4.47%
Funding Circle	0.642	0.000	0.642	4.63%
Total investments	15.514	(3.478)	12.036	

1.3. Table 4 - Charts: Investment Position



1.4. Both the CIPFA Code and government guidance requires Councils to invest their funds prudently, and to have regard to the security and liquidity of investments before seeking the highest rate of return, or yield. The Councils' objectives when investing money is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults and the risk of receiving unsuitably low investment income.

Appendix C cont'd

- 1.5. Babergh and Mid Suffolk have both followed the treasury strategy to move investments into long term pooled funds. No new investments were made in these during 2017/18. They have generated higher returns for the Councils in a period when interest rates are falling. The remaining investments are short term and highly liquid to ensure both Councils can meet their liabilities.
- 1.6. As a result, Credit Scores and Bail-in Exposure has increased for both Councils. Bail-in exposure is the percentage of our investments that could be lost if banks were to fail, while the average rate of return has increased from 3.69% to 5.10% for Babergh and from 3.50% to 5.08% for Mid Suffolk respectively. The progression of risk and return metrics are shown in the extracts from Arlingclose's quarterly investment benchmarking in Table 5 below.

1.7. **Table 5: Investment Benchmarking**

Babergh	Credit Score	Credit Rating	Bail-in Exposure	Rate of Return
31.03.2017	4.81	A+	61%	3.69%
30.06.2017	5.53	A	88%	4.78%
30.09.2017	5.29	A+	90%	4.69%
31.12.2017	5.37	A+	94%	4.35%
31.03.2018	6.21	A	85%	5.10%
Similar LAs	4.22	AA-	53%	1.32%
All Las	4.24	AA-	55%	1.08%

Mid Suffolk	Credit Score	Credit Rating	Bail-in Exposure	Rate of Return
31.03.2017	4.63	A+	59%	3.50%
30.06.2017	5.29	A+	88%	4.87%
30.09.2017	5.25	A+	90%	4.93%
31.12.2017	6.29	A	83%	6.17%
31.03.2018	5.85	A	85%	5.08%
Similar LAs	4.22	AA-	53%	1.32%
All Las	4.24	AA-	55%	1.08%

- 1.8. Both Councils' Bail-in Exposure is above the Similar and All Local Authority averages because the investments are mainly in unsecured deposits (e.g. pooled funds and money market funds). These are generally higher risk with higher expected returns.
- 1.9. Babergh's best performing investments in 2017/18 were its £9.6m of externally managed pooled equity, property and multi asset funds. These generated an average total return on investment of 4.99%.
- 1.10. Mid Suffolk's best performing investments in 2017/18 were its £9.6m of externally managed pooled equity, property and multi asset funds. These generated an average total return on investment of 4.97%.

1.11. These funds have no defined maturity date but are available for withdrawal after a notice period. Their performance and continued suitability in meeting the Councils' investment objectives is regularly reviewed. In light of their strong performance and the latest cash flow forecasts, investment in these funds has been maintained for the 2018/19 financial year.

2 Other Non-Treasury Holdings and Investment Activity

2.1 Investment Property

2.1.1 During 2016/17 Babergh District Council purchased Borehamgate Shopping Centre in Sudbury for £3.56m. This has been classified as an investment property and on 31 March 2018, the District Valuer assessed its Fair Value at £4m. Net Income, after the deduction of direct costs, was £260k in 2017/18 (£143k in 2016/17).

2.2 Trading Companies

2.2.1 Following approval by both Full Councils in April 2017 to set up a holding company for each Council, activity to invest £50m for capital investment began with their first purchase in December 2017. During 2017/18 a total of £24.6m of the £50m has been spent, with the remainder expected to be invested by December 2018.

2.2.2 Interest receivable by the Councils during the year was £173k, in total, for both Councils.

3 Performance Report

3.1 The Councils measure the financial performance of treasury management activities in terms of their impact on the General Fund and HRA budgets as shown in Table 6 below.

3.2 Table 6 Treasury Activity - Performance

Babergh	2017/18 Actual £m	2017/18 Budget £m	2017/18 Adverse/ (Favourable) £m	2017/18 Actuals Compared to budget %	2017/18 Adverse / (Favourable) Budget %
Interest receivable	(0.551)	(0.433)	(0.118)	127.25	0.273
GF Interest Payable	0.011	0.008	0.003	137.50	0.375
HRA Interest Payable	2.844	2.803	0.041	101.46	0.015

Mid Suffolk	2017/18 Actual £m	2017/18 Budget £m	2017/18 Adverse/ (Favourable) £m	2017/18 Actuals Compared to budget %	2017/18 Adverse / (Favourable) Budget %
Interest receivable	(0.535)	(0.381)	(0.154)	140.42	0.404
GF Interest Payable	0.043	0.083	(0.040)	51.81	(0.482)
HRA Interest Payable	2.704	3.042	(0.338)	88.89	(0.111)

Appendix C cont'd

3.3 The interest receivable income for both Babergh and Mid Suffolk were above budget by £118k and £154k respectively. This is due to the higher than expected returns from long term pooled funds in the CCLA, UBS, Funding Circle and Schroder Income Maximiser Fund.

3.4 The short-term interest payable for the year was under budget by £40k for Mid Suffolk. The budgets for the PWLB interest payable (HRA only) were slightly understated for Babergh and overstated for Mid Suffolk. These have been reviewed for 2018/19.

3.5 Long term investment returns

3.5.1 Babergh and Mid Suffolk have both invested in long term pooled funds. Below are details of how these investments have performed from the date of the initial investment to 31 March 2018.

CCLA	Babergh £	Mid Suffolk £
Amount Invested	5,000,000	5,000,000
Investment Valued at 31 March 2018	4,927,415	4,851,201
Interest received from date of initial investment	658,404	605,239
Management Expenses Paid	(76,996)	(71,041)
Net Interest received from date of initial investment	581,407	534,198
Net Interest received 2017/18	227,028	223,516
Rate of Return 2017/18	4.54%	4.47%

3.5.2 Babergh and Mid Suffolk both invested into the Schroder Income maximiser fund on 10 February 2017.

Schroder Maximiser Fund	Babergh £	Mid Suffolk £
Amount Invested	2,000,000	2,000,000
Investment Valued at 31 March 2018	1,926,959	1,926,959
Net Interest received	137,129	137,129
Rate of Return 2017/18	6.86%	6.86%

3.5.3 Babergh District Council invested into the UBS on 26 November 2015, whilst Mid Suffolk invested into the fund on 28 March 2017.

UBS	Babergh £	Mid Suffolk £
Amount Invested	2,000,000	2,000,000
Investment Valued at 31 March 2018	1,923,289	1,919,890
Net Interest received from date of initial investment	192,368	96,210
Net Interest received 2017/18	74,744	74,612
Rate of Return 2017/18	3.74%	3.73%

3.5.4

Funding Circle	Babergh £	Mid Suffolk £
Amount Invested - National	613,000	617,000
Amount Invested - Local	25,000	25,000
Total Amount Invested	638,000	642,000
Bad debts	(15,540)	(16,357)
Net Investments	622,460	625,643
Income received	70,855	74,643
Cash back	20	20
Servicing costs	(8,332)	(8,823)
Net Income received from date of initial investment	62,543	65,840
Invested but still Unallocated - National	165,834	178,360
Invested but still Unallocated - Local	24,166	24,166
Net Interest received 2017/18	28,996	29,703
Rate of Return 2017/18	4.54%	4.63%

4. Compliance Report

- 4.1. The Section 151 Officer is pleased to report that all treasury management activities undertaken during 2017/18 complied fully with the CIPFA Code of Practice and the Councils' approved Treasury Management Strategy.
- 4.2. Compliance with the authorised limit and operational boundary for external debt is demonstrated in Table 7 below.
- 4.3. **Table 7: Debt Limits**

Total Borrowing	2017/18 Maximum £m	31.3.18 Actual £m	2017/18 Operational Boundary	2017/18 Authorised Limit	Complied
Babergh	98.297	98.297	123.000	126.000	✓
Mid Suffolk	103.090	103.087	127.000	146.000	✓

- 4.4. Since the operational boundary is a management tool for in-year monitoring, it is not significant if the operational boundary is breached on occasions due to variations in cash flow, and this is not counted as a compliance failure.

4.5. Table 8: Investment Limits

Compliance with specific investment limits is demonstrated in Table 8 as follows.

Babergh	2017/18 Maximum	31.3.18 Actual	2017/18 Limit	Complied
Any single organisation, except the UK Central Government	£2.120m	£1.445m	£2m	x
Any group of organisations under the same ownership	£0m	£0m	£1m	✓
Any group of pooled funds under the same management	£5m	£5m	£5m	✓
Negotiable instruments held in a broker's nominee account	£0m	£0m	£10m	✓
Foreign countries	£0m	£0m	£2m	✓
Registered Providers	£0m	£0m	£5m	✓
Unsecured investments with Building Societies	£0m	£0m	£2m	✓
Loans to unrated corporates	£0.638m	£0.638m	£1m	✓
Money Market Funds	£2m	£2m	£2m	✓

Mid Suffolk	2017/18 Maximum	31.3.18 Actual	2017/18 Limit	Complied
Any single organisation, except the UK Central Government	£1.079m	£0.894m	£1m	x
Any group of organisations under the same ownership	£0m	£0m	£1m	✓
Any group of pooled funds under the same management	£5m	£5m	£5m	✓
Negotiable instruments held in a broker's nominee account	£0m	£0m	£10m	✓
Foreign countries	£1m	£1m	£2m	✓
Registered Providers	£0m	£0m	£5m	✓
Unsecured investments with Building Societies	£0m	£0m	£2m	✓
Loans to unrated corporates	£0.642m	£0.642m	£1m	✓
Money Market Funds	£2m	£2m	£2m	✓

4.6. It should be noted that both Councils' Treasury Management activity for 2017/18 was in accordance with the approved Treasury Management Strategy, and that, except for one day for both Councils, exceeded their daily bank account limits with Lloyds, (Babergh by £120k and Mid Suffolk by £79k) both Councils have complied with all the Treasury Management Indicators for this period.

5. Treasury Management Indicators

5.1. The Councils measure and manage their exposure to treasury management risks using the following indicators:

5.2. **Security:** Babergh and Mid Suffolk have adopted a voluntary measure of its exposure to credit risk by monitoring the value-weighted average credit score of its investment portfolio. This is calculated by applying a score to each investment (AAA=1, AA+=2, etc.) and taking the arithmetic average, weighted by the size of each investment. Unrated investments are assigned a score based on their perceived risk.

5.3. Table 9: Credit Scores

Credit Scores	31.3.18 Actual	2017/18 Target	Complied
Babergh Portfolio average Credit Score	6.21	7.00	✓
Mid Suffolk Portfolio average Credit Score	5.85	7.00	✓

5.4. **Interest Rate Exposures:** This indicator is set to control the Councils' exposure to interest rate risk. The upper limits on fixed and variable rate interest rate exposures, expressed as the proportion of net principal borrowed was:

5.5. **Table 10: Fixed Interest rate exposure**

Fixed Interest rate exposure	31.3.18 Actual £m	2017/18 Limit £m	Complied
Babergh Upper limit on fixed interest rate exposure	86.30	138.00	✓
Babergh Upper limit on variable interest rate exposure	12.00	35.00	✓
Mid Suffolk Upper limit on fixed interest rate exposure	74.09	127.00	✓
Mid Suffolk Upper limit on variable interest rate exposure	29.00	40.00	✓

5.6. Fixed rate investments and borrowings are those where the rate of interest is fixed for at least 12 months measured from the start of the financial year or the transaction date if later. All other instruments are classed as variable rate.

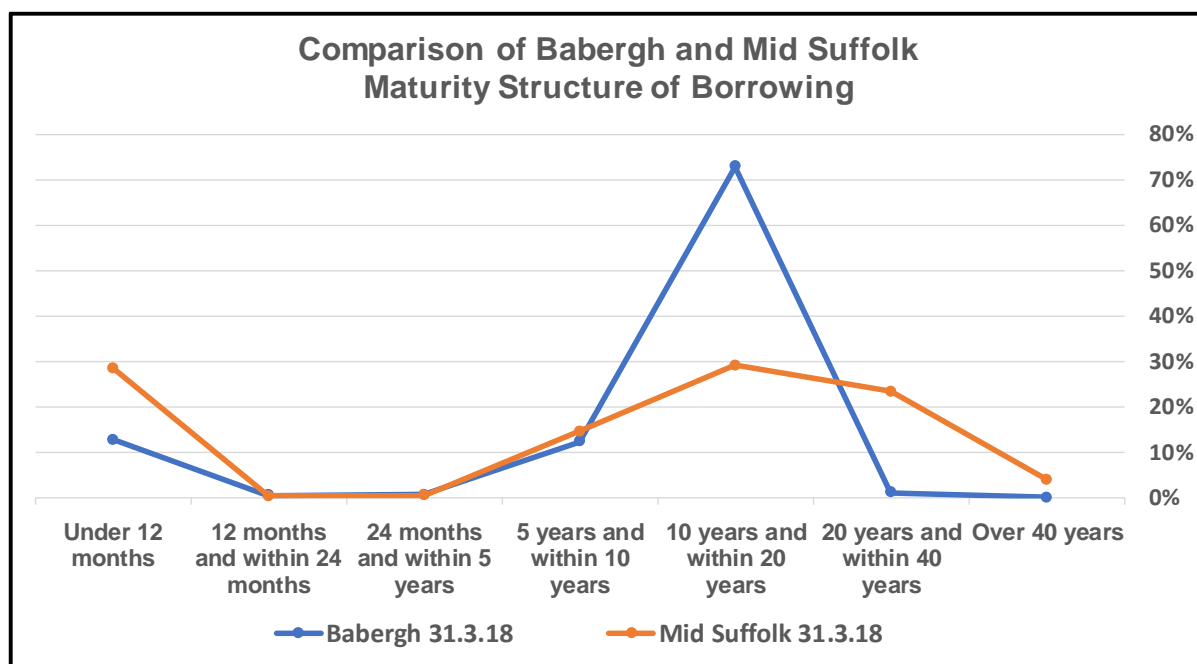
5.7. **Maturity Structure of Borrowing:** This indicator is set to control the Councils' exposure to refinancing risk. The upper and lower limits on the maturity structure of fixed rate borrowing were:

5.8. **Table 11: Maturity Structures**

Age Profile of Maturity	Babergh 31.3.18 Actual	Mid Suffolk 31.3.18 Actual	Lower Limit	Upper Limit	Complied
Under 12 months	12.72%	28.42%	0%	50%	✓
12 months and within 24 months	0.51%	0.29%	0%	50%	✓
24 months and within 5 years	0.56%	0.44%	0%	50%	✓
5 years and within 10 years	12.21%	14.55%	0%	100%	✓
10 years and within 20 years	72.89%	29.10%	0%	100%	✓
20 years and within 40 years	1.12%	23.32%	0%	100%	✓
Over 40 years	0.00%	3.88%	0%	100%	✓

5.9. Time periods start on the first day of each financial year. The maturity date of borrowing is the earliest date on which the lender can demand repayment.

5.10. Table 11 Chart: Maturity Structures



5.11. Principal Sums Invested for Periods Longer than 364 days: The purpose of this indicator is to control the exposure to the risk of incurring losses by seeking early repayment of its investments. The limits on the long-term principal sum invested to final maturities beyond the period end were:

5.12. Table 12: Principal Sums

Babergh	2017/18	2018/19	2019/20
Actual principal invested beyond year end	£0	£0	£0
Limit on principal invested beyond year end	£2m	£2m	£2m
Complied	✓	✓	✓

Mid Suffolk	2017/18	2018/19	2019/20
Actual principal invested beyond year end	£0	£0	£0
Limit on principal invested beyond year end	£2m	£2m	£2m
Complied	✓	✓	✓

5.13. Whilst the investments that have been made in CCLA, UBS, Schroder and Funding Circle are intended to benefit from longer term higher returns, they can be redeemed on a short-term basis.

1. Prudential Indicators

1.1. Introduction

1.1.1. The Local Government Act 2003 requires the councils to have regard to the Chartered Institute of Public Finance and Accountancy's Prudential Code for Capital Finance in Local Authorities (the Prudential Code) when determining how much money it can afford to borrow. The objectives of the Prudential Code are to ensure, within a clear framework, that the capital investment plans of local authorities are affordable, prudent and sustainable, and that treasury management decisions are taken in accordance with good professional practice. To demonstrate that councils have fulfilled these objectives, the Prudential Code sets out the following indicators that must be set and monitored each year.

1.1.2. This report compares the approved indicators with the outturn position for 2017/18. Actual figures have been taken from or prepared on a basis consistent with, the Councils' statements of accounts.

1.2. Capital Expenditure

1.2.1. The Councils' capital expenditure and financing may be summarised as follows:

Babergh District Council		
Capital Expenditure and Financing	2017/18 Estimate £m	2017/18 Actual £m
General Fund	14.450	13.908
HRA	13.046	8.528
Total Expenditure	27.496	22.436
Capital Receipts	3.754	0.895
Grants and Contributions	0.366	0.563
Revenue Contributions and Reserves	4.405	4.339
Major Repairs Reserve	2.735	3.235
Borrowing	16.236	13.404
Total Financing	27.496	22.436

Mid Suffolk District Council		
Capital Expenditure and Financing	2017/18 Estimate £m	2017/18 Actual £m
General Fund	31.873	14.835
HRA	7.751	6.916
Total Expenditure	39.624	21.751
Capital Receipts	2.002	1.116
Grants and Contributions	0.406	0.733
Revenue Contributions and Reserves	3.074	2.211
Major Repairs Reserve	2.762	3.442
Borrowing	31.380	14.249
Total Financing	39.624	21.751

2. Prudential Indicator Compliance

2.1. Capital Financing Requirement

2.1.1. The Capital Financing Requirement (CFR) measures the Councils' underlying need to borrow for capital purposes.

Babergh District Council			
Capital Expenditure and Financing	31.3.18 Estimate £m	31.3.18 Actual £m	Difference £m
General Fund	31.564	31.186	(0.378)
HRA	88.119	85.753	(2.366)
Total CFR	119.683	116.939	(2.744)

Mid Suffolk District Council			
Capital Expenditure and Financing	31.3.18 Estimate £m	31.3.18 Actual £m	Difference £m
General Fund	52.964	35.833	(17.131)
HRA	86.759	86.759	0.000
Total CFR	139.723	122.592	(17.131)

2.1.2. As shown in Appendix A Table 1, the CFR increased during the year for Babergh by £12.077m and for Mid Suffolk by £13.592m as capital expenditure financed by debt outweighed resources put aside for debt repayment.

3. Actual Debt

3.1. The Councils' actual debt at 31 March 2018 was as follows:

Total Debt	31.3.18 Estimate £m	31.3.18 Actual £m	Difference £m
Babergh District Council	109.033	98.297	(10.736)
Mid Suffolk District Council	143.763	103.087	(40.676)

4. Gross Debt and the Capital Financing Requirement

- 4.1. In order to ensure that over the medium-term debt will only be for a capital purpose, the Councils should ensure that debt does not, except in the short term, exceed the total of capital financing requirement in the preceding year plus the estimates of any additional capital financing requirement for the current and next two financial years. This is a key indicator of prudence.

Babergh District Council			
Debt and CFR	31.3.18 Actual £m	31.3.19 Estimate £m	31.3.20 Estimate £m
Total Debt	98.297	127.020	133.760
Capital financing requirement	116.939	136.236	141.365
Headroom	18.642	9.216	7.605

Mid Suffolk District Council			
Debt and CFR	31.3.18 Actual £m	31.3.19 Estimate £m	31.3.20 Estimate £m
Total Debt	103.087	143.760	147.100
Capital financing requirement	122.592	154.309	156.238
Headroom	19.505	10.549	9.138

- 4.2. The total debt remained below the CFR during the forecast period.

5. Operational Boundary for External Debt

- 5.1. The operational boundary is based on the Councils' estimate of the most likely (i.e. prudent but not worst case) scenario for external debt. It links directly to the Councils' estimates of capital expenditure, the capital financing requirement, and cash flow requirements, and is a key management tool for in-year monitoring.

Operational Boundary and Total Debt	31.3.18 Boundary £m	31.3.18 Actual Debt £m	Complied
Babergh District Council	120.000	98.297	√
Mid Suffolk District Council	140.000	103.087	√

6. Authorised Limit for External Debt

6.1. The authorised limit is the affordable borrowing limit determined in compliance with the Local Government Act 2003. It is the maximum amount of debt that the Councils can legally owe. The authorised limit provides headroom over and above the operational boundary for unusual cash movements.

Authorised Limit and Total Debt	31.3.18 Limit £m	31.3.18 Actual Debt £m	Complied
Babergh District Council	130.000	98.297	√
Mid Suffolk District Council	150.000	103.087	√

7. Ratio of Financing Costs to Net Revenue Stream

7.1. This is an indicator of affordability and highlights the revenue implications of existing and proposed capital expenditure by identifying the proportion of the revenue budget required to meet financing costs, net of investment income.

Babergh District Council			
Ratio of Financing Costs to Net Revenue Stream	31.3.18 Estimate %	31.3.18 Actual %	Difference %
General Fund	3.03%	2.36%	(0.67)%
HRA	17.79%	17.95%	0.16%

Mid Suffolk District Council			
Ratio of Financing Costs to Net Revenue Stream	31.3.18 Estimate %	31.3.18 Actual %	Difference %
General Fund	0.12%	1.23%	1.11%
HRA	19.28%	19.24%	(0.04)%

8. Adoption of the CIPFA Treasury Management Code

8.1. The Councils adopted the Chartered Institute of Public Finance and Accountancy's "Treasury Management in the Public Services: Code of Practice 2011 Edition" in February 2012.

9. HRA Limit on Indebtedness

9.1. The Councils' HRA CFRs should not exceed the limit imposed by the Ministry for Housing, Communities and Local Government (MHCLG).

HRA CFR	31.3.18 Limit £m	31.3.18 Actual £m	Complied
Babergh District Council	97.849	85.753	√
Mid Suffolk District Council	90.851	86.759	√

Glossary of Terms

CFR	Capital Financing Requirement. The underlying need to borrow to finance capital expenditure.
CIPFA	The Chartered Institute of Public Finance and Accountancy. This is the leading professional accountancy body for public services.
CLG	Department for Communities and Local Government. This is a ministerial department.
CPI	Consumer Price Index. This measures changes in the price level of consumer goods and services purchased by households.
CPIH	Consumer Price Index Housing. A measure of consumer price inflation including a measure of owner occupiers' housing costs (OOH).
CCLA	Churches, Charities and Local Authority Property Fund
DMADF	Debt Management Account Deposit Facility.
Funding Circle	Accounts set up to lend money to local and national businesses at competitive rates
GDP	Gross Domestic Product. This is the market value of all officially recognised goods and services produced within a country in a given period of time.
HRA	Housing Revenue Account. The statutory account to which are charged the revenue costs of providing, maintaining and managing Council dwellings. These costs are financed by tenants' rents.
LIBID	London Interbank Bid Rate. The interest rate at which banks bid to take short-term deposits from other banks in the London interbank market.
LOBO	Lender's Option Borrower's Option. This is a loan where the lender has certain dates when they can increase the interest rate payable and, if they do, the Council has the option of accepting the new rate or repaying the loan.
LVNAV	Low Volatility Net Asset Value. A new type of Low Volatility Net Asset Value Money Market Fund - a new fund category introduced as part of a new regulatory reform of the sector in Europe.
MiFiD	The Markets in Financial Instruments Directive (2014/65/EU) (MiFiD II). The EU legislation that regulates firms who provide services to clients linked to 'financial instruments' (shares, bonds, units in collective investment schemes and derivatives), and the venues where those instruments are traded.
MPC	Monetary Policy Committee. A committee of the Bank of England which decides the Bank of England's Base Rate and other aspects of the Government's Monetary Policy.
MRP	Minimum Revenue Provision. Local authorities are required to make a prudent provision for debt redemption on General Fund borrowing
NAV	Net Asset Value. The NAV is the value of a fund's assets less the value of its liabilities on a per unit basis.
PWLB	Public Works Loan Board - offers loans to local authorities below market rates.
QE	Quantitative Easing. The purchase of Government bonds by the Bank of England to boost the money supply.
T Bills	Treasury Bill. A short-term Government Bond.
UBS	UBS Multi Asset Income Fund (UK) – a pooled fund.

Agenda Item 9b

BABERGH DISTRICT COUNCIL

TO: BDC CABINET	REPORT NUMBER: BCa/18/35
FROM: Cabinet Member for Assets and Investments	DATE OF MEETING: 13 September 2018
OFFICER: Emily Atack (Assistant Director, Assets and Investments)	KEY DECISION REF NO. CAB78

STRATEGIC PROPERTY AND LAND INVESTMENT FUND

1. PURPOSE OF REPORT

- 1.1 This report requests Cabinet's approval to establish a Strategic Property and Land Investment Fund of £3million, to be funded from borrowing as required, to enable the Council to act immediately when opportunities are available for strategic purchases.
- 1.2 The allocation of this dedicated fund will provide the Council with the opportunity to react and secure, when required, strategic properties and land, within the district.
- 1.3 The proposed fund will not require a secondary decision-making process, with the proposed final decision, to purchase, delegated to the Strategic Director (responsible for Assets and Investments) in consultation with the Cabinet Members for Assets and Investments, Finance and Economy. All transactions will have a thorough due-diligence process and will follow the strict criteria detailed within section 4.6 of this report. Acquisitions will be reported, at Cabinet, following the completion of all purchases.

2. OPTIONS CONSIDERED

- 2.1 Other options have been considered:
 - 2.1.1 **Option 1** Not allocating a fund for strategic purchases;
 - 2.1.2 **Option 2** Allocating a fund of £3million;
- 2.2 Both options above have been considered and the recommended option within this report is option 2, to allocate a fund of £3million. The reason the other option has not been recommended is detailed below.
 - 2.2.1 **Option 1** - This does not allow the Council to react and secure strategic assets on a level playing field with the commercial sector.

3. RECOMMENDATION

- 3.1 That Cabinet approves the establishment of a Strategic Property and Land Investment Fund of £3million, to be funded from borrowing as required, and delegates to the Strategic Director, with responsibility for Assets and Investments, in consultation with the Cabinet Members for Assets and Investments, Finance and Economy, the authority to pursue and finalise purchases of strategic property and land as set out within section 4.6 of this report.

REASON FOR DECISION

To enable the Council to react and secure, when required, strategic property and land, as an investment opportunity, and to assist future house building and economic growth within the district.

4. KEY INFORMATION

- 4.1 The Council has in the past approved, through the Strategy Committee process, the purchase of strategic assets, prior to a formal offer being made and accepted. However, the delayed decision-making process could put the Council at risk of not securing strategic properties and not being able to compete with the commercial sector, in a timely way, to gain the best purchase price for the Council.
- 4.2 The proposal is that the Council establishes a Strategic Property and Land Investment Fund and allocates £3million to be funded from borrowing as required. It is an innovative step, that some other councils have also recently adopted, to set up a fund and delegate authority to invest in strategic property and land in this way.
- 4.3 Following benchmarking with other similar councils, £3million is the most appropriate amount to allocate to this type of fund. A review would be proposed after the first year to measure the success of the fund and enable the funding allocation to be reviewed to ensure it is appropriate moving forward.
- 4.4 The nature of negotiating on property and land purchases means that the ability to act quickly and with the relevant authority is often needed. Having to make offers which are subject to Cabinet approval and wait for the next meeting cycle for proposals to be formally approved is not efficient, especially when in competition for strategic property and land with the commercial and housebuilding sectors.
- 4.5 The following criteria will be used to guide such property and land purchases:
- a) The property/land will be within the district of Babergh;
 - b) Both urban and rural opportunities will be considered;
 - c) The purchases of the property/land would represent good value for money given the potential return on investment;
 - d) The property/land will have some development potential, although not necessarily immediate, to allow the Council to be able to take a medium and long-term view;
 - e) No more than £1.5m will be paid for any individual land or property acquisition;
- 4.6 Further checks and balances would be put in place. Before agreeing to purchase any property/land, the Cabinet Members for Assets and Investments, Finance, Economy and local members will always be consulted. Once completed, the details of all property and land purchases will be reported, in full, to Cabinet. The Fund, its operation, and performance will be reviewed annually. The process as outlined in Appendix A will be followed for all purchases.

5. LINKS TO JOINT STRATEGIC PLAN

5.1 The purchase of the property, highlighted within this report and the opportunity to purchase future properties and land, meets the following key strategic priorities and outcomes:

5.1.1 Property investment to generate income and regenerate local areas

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

5.1.3 Making best use of land and buildings across the Suffolk system

5.1.4 Further develop the local economy and market towns to thrive.

6. FINANCIAL IMPLICATIONS

Revenue/Capital/ Expenditure/Income Item	
Capital	
Strategic Property and Land Investment Fund (to include all associated purchase costs)	£3m

7. LEGAL IMPLICATIONS

7.1 The Local Government Act 1972, Section 120, gives the Council the power to acquire property and land.

7.2 The purchase of the property mentioned in this report and future properties/land will be subject to a legal contract. The development of the property/land may also require a planning application to be submitted or change of use.

8. RISK MANAGEMENT

8.1 This report is most closely linked with the Council's Corporate / Significant Business Risk No. 4c. If we do not manage our asset portfolio effectively it may result in: lost opportunity; loss of capital value; increased revenue costs and loss of public confidence. Key risks are set out below:

8.2 Key risks are set out below:

Risk Description	Likelihood	Impact	Mitigation Measures
Strategic Asset Management Operational Risk 4A07. If we do not have readily accessible funds with appropriate delegations in place to make timely strategic acquisitions, then the council may miss opportunities to add assets to its portfolio which could contribute significantly to its strategic priorities	2 - Unlikely	3 – Bad / Serious	Identify funding and put appropriate delegations in place via BDC Cabinet.

9. CONSULTATIONS

- 9.1 Prior to all purchases, consultation will be made with all local ward members to the land or property
- 9.2 Consultation will also take place with Planning Officers who will be able to provide pre-application planning advice for all properties and sites prior to acquisitions being completed, where appropriate.
- 9.3 Consultation with the public would also take place under the usual planning process in the event of any future redevelopment.

10. EQUALITY ANALYSIS

- 10.1 The content of this report is such that there are no equality issues arising directly from this report and an Equality Impact Assessment (EIA) is not required.

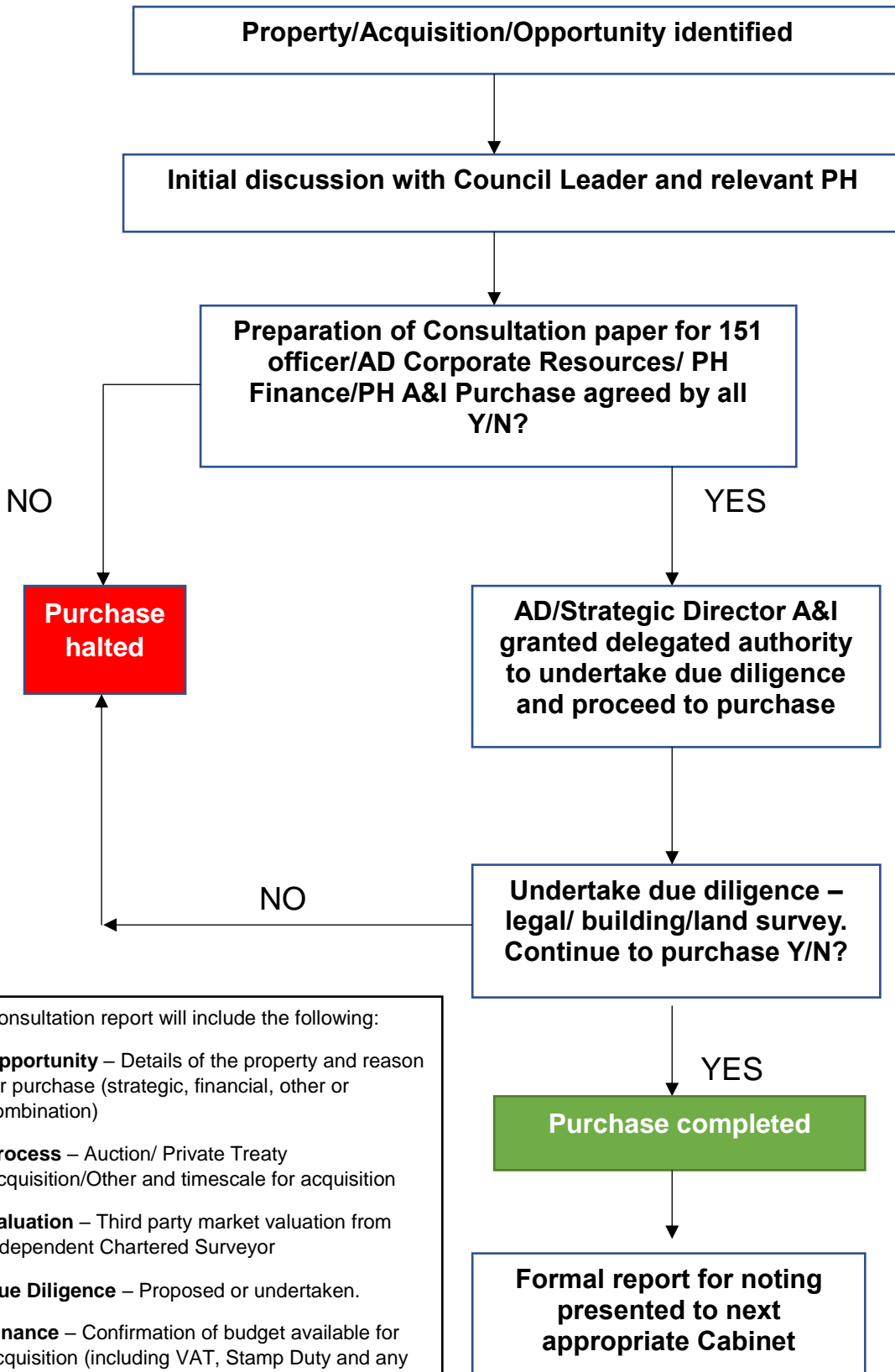
11. ENVIRONMENTAL IMPLICATIONS

- 11.1 Environmental issues will be considered prior to all acquisitions being made, for example as one area of due diligence, energy certificates will be obtained and reviewed.
- 11.2 All acquisitions will be reviewed, post purchase, to enable them to be as energy efficient as possible

12. APPENDICES

Title	Location
(a) Acquisition Indicative Process flowchart	Attached

Opportunity, Land and Property Acquisition Indicative process



Consultation report will include the following:

- Opportunity** – Details of the property and reason for purchase (strategic, financial, other or combination)
- Process** – Auction/ Private Treaty Acquisition/Other and timescale for acquisition
- Valuation** – Third party market valuation from independent Chartered Surveyor
- Due Diligence** – Proposed or undertaken.
- Finance** – Confirmation of budget available for acquisition (including VAT, Stamp Duty and any professional fees) and financial impact of acquisition.
- Recommendation** – To proceed including terms of the acquisition

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Agenda Item 9c

BABERGH DISTRICT COUNCIL

TO: Council	REPORT NUMBER: BC/18/20
FROM: Cabinet	DATE OF MEETING: 25 September 2018
OFFICER: Sophie Moy Corporate Business Co-ordinator	KEY DECISION REF NO. CAB35

COUNCIL ARE ASKED TO NOTE THE RESOLUTION FROM THE CABINET MEETING HELD ON 12 JULY 2018.

1.1 On 20 February 2018 Councillor Luke Cresswell outlined a Motion to Council as follows:

“That:

- 1) A Babergh District Council access point be set up in Hadleigh to support residents and be a point of contact for the community in central and East Babergh; and*
- 2) This access point to have similar capabilities to the access point in Sudbury and provide support, advice and a facility to scan information to Babergh District Council and or Suffolk County Council; and*
- 3) This access point to be set up and operational without delay.”*

1.2 This was discussed at the Cabinet meeting on 12 April 2018, Report BCa/17/62 refers. It was agreed that opportunities to work in partnership with existing organisations in Hadleigh, to provide self service facilities be explored.

1.3 Subsequently a paper on a refreshed Customer Service Strategy was taken to 12 July 2018 Cabinet. This was agreed. Paper BCa/18/10 is attached for reference.

REASON FOR DECISION

To provide an updated and refreshed Customer Strategy that states our organisational aim to put the customer at the heart of the organisation, and by doing so, improves our ability to better deliver our customer need.

APPENDICES

Title	Location
(a) Report on the Motion to Council – BCa/17/62	Attached
(b) Minute from the 12 April 2018 Cabinet meeting	Attached
(c) Refreshed Customer Strategy – BCa/18/10	Attached
(d) Minute from the 12 July 2018 Cabinet meeting	Attached

APPENDIX A

BABERGH DISTRICT COUNCIL

From: Cabinet Member for Organisational Delivery	Report Number: BCa/17/62
To: Cabinet	Date of meeting: 12 April 2018

MOTION

1. Purpose of Report

1.1 To consider the proposal of Councillor Luke Cresswell as outlined in a Motion to Council on 20th February as follows:

That:

- 1) A Babergh District Council access point be set up in Hadleigh to support residents and be a point of contact for the community in central and East Babergh; and
- 2) This access point to have similar capabilities to the access point in Sudbury and provide support, advice and a facility to scan information to Babergh District Council and or Suffolk County Council; and
- 3) This access point to be set up and operational without delay.

2. Recommendations

- 2.1 That the Council does not pursue the option of a Hadleigh customer access point with similar capabilities to Sudbury.
- 2.2 Instead the Council identifies opportunities to work in partnership with existing organisations in Hadleigh, to provide self-service facilities, including the provision of scanning information. That consideration be given to the extension of this model should further self-service needs across the district be identified.

Reason for Decision: That an appropriate self-service provision could better meet the aims of the Joint Strategic Plan in a more cost effective manner.

3. Financial Implications

3.1 There would be an increased cost to the Council to provide a provision similar to that in Sudbury; as a minimum this would need to include staff costs, and based on location, there may be building and maintenance costs. There would likely be set-up costs in terms of IT, and refurbishment costs dependent on the building's suitability to receive customers. The current annual cost for maintaining the Sudbury customer access point is £74k per annum, which is exclusive of the initial costs associated with building works to the Sudbury office.

3.2 If we were to operate a model whereby the focus was on working with partners who already had established facilities, accessible by customers, a self-serve provision would be more cost effective. It is not possible at this current time to state exactly what these costs are, as scoping work is continuing, to understand these. However, we know that technology to deliver a simplified self-serve facility which allowed customers to scan documentation (which accounts for a significant proportion of in-person visits) could cost in the region of £5k for initial set-up.

4. Legal Implications

4.1 None identified

5. Risk Management

5.1 This report is linked with the following Council risk, reviewed as part of the significant risk register.

Risk Description	Likelihood	Impact	Mitigation Measures
If we do not have more efficient and effective public access and agile working arrangements then we will not be able to tailor the services our customers need and target those in need.	2 Unlikely	2 Noticeable/ Minor	New public access points are up and running in both Stowmarket and Sudbury. Services can be accessed through both; with a range of assisted/self-serve/telephony support available. Further development and review is on-going. We are also developing regular liaison and feedback mechanisms to develop customer satisfaction measures. We have undertaken a staff survey which will inform an action plan in the future, tackling areas of concern.

6. Consultations

6.1 None

7. Equality Analysis

7.1 An initial Equality Impact Assessment was carried out as part of the Future Model for Public Access in September 2016. It is envisaged that any additional provision agreed would be an enhancement to our current service and would have a positive effect. A further assessment would be carried out.

8. Shared Service / Partnership Implications

There are no shared service implications. However, if we were to develop a model in partnership with other public, charitable, voluntary or community interest groups and organisations this would be in line with the Joint Strategic Plan ambitions of building our communities capacity.

9. Links to Joint Strategic Plan

9.1 As 8.1

10. Key Information

10.1 At the Council meeting on 20th February 2018 a Motion was put to Council by Councillor Luke Cresswell as per paragraph 1.1.

At the Council meeting it was resolved to refer the matter to Cabinet for discussion.

This report is providing the necessary information for Cabinet to consider the matter.

10.2 In September 2016, the Council resolved to vacate the Hadleigh headquarters, and to operate one customer access point in the district. The Babergh customer access point is located in Sudbury, at the Town Hall, and offers in-person as well as self-service facilities for customers to access both County, District and Town Council services.

10.3 Following the closure of the Hadleigh Headquarters we have been monitoring any potential impact on our customers. We are pleased to report increases in the use of our website, as well as high levels of online completion of electronic forms; for example over 80% of Housing Benefit application forms are completed electronically.

10.4 Further development to support customer access to our services has been under review and is illustrated in a refreshed Customer Service strategy which Cabinet will be asked to approve in July 18. The strategy is a 'living' document that needs to meet ours and our customer expectations, and keep abreast of issues that may arise. With this in mind, work had already commenced to understand how to continue to support customers in Hadleigh.

10.5 The Assistant Director for Customer Services has been in contact with the Hadleigh Town Clerk, to seek feedback on the impact of the closure of the HQ, and whether they had seen an increase in the number of customers trying to access services at Hadleigh Town Council. The Town Clerk advised that they had not seen an increase in customer contact, but on the odd occasion when required they had been able to direct customers to our telephony or web services. The premises occupied by the Town Council at the Guild Hall are not particularly accessible for customers and significant works would be required to provide similar facilities as per the Sudbury customer access point.

10.6 Preliminary discussions have been held with South Suffolk Leisure as an existing partner of Babergh Mid Suffolk Councils, to understand any opportunities available to utilise their current accommodation to provide some self-service facilities. South Suffolk Leisure are supportive of the approach and already provide some services to local community groups.

10.7 There are of course other organisations situated in Hadleigh, whom it would also be worth approaching, to understand their level of interest in working with us. Examples could include Suffolk Libraries, and the Co-operative.

10.8 Furthermore detailed scoping work would be required to make further recommendations on the level of service that we would provide (for example only self-service or assisted self-service) and therefore an appropriate partner to support this provision.

10.9 This approach is becoming more widespread across local authorities, with self-service provisions operating from diverse organisations such as village halls and community centres, Community-owned shops and pubs, as well as mobile based services.

11. Options Considered

11.1 The two options that have been considered are:

- a) To provide an additional customer access point in Hadleigh modelled as per the Sudbury customer access point;
- b) To explore and develop an operating model which focuses on self-service, utilising existing organisations to support our customers and developing communities' capabilities to help themselves.

12. Background Documents

12.1 None

APPENDIX B

EXTRACT FROM THE MINUTES OF THE MEETING OF THE BABERGH CABINET HELD IN BRITTEN ROOM - ENDEAVOUR HOUSE, 8 RUSSELL ROAD, IPSWICH ON THURSDAY, 12 APRIL 2018 AT 5:30PM

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Cabinet Members had concerns over the lack of information and whether Option 1 had been fully explored. It was felt this would be a matter of cost against a demonstrable need.

- 121.1 Cabinet wished to see additional data in terms of the visitor numbers to Sudbury, how many members of the public came into Endeavour House and the level of service provided. The information should be both robust and historic, as well as up to date data being included.
- 121.2 It was recognised that the Customer Strategy review was being brought into Cabinet in July 2018 and as such this work could be included within that.
- 121.3 It was proposed by Councillor Davis and seconded by Councillor Osborne, by a unanimous vote:

It was RESOLVED:-

- (1) That given the nature of data currently available the Council does not pursue the option of a Hadleigh customer access point with similar capabilities to Sudbury.
- (2) Instead the Council identifies opportunities to work in partnership with existing organisations in Hadleigh, to provide self-service facilities, including the provision of scanning information.
- (3) That further information and more detailed data be included as part of the Customer Strategy Review which will be brought to Cabinet in July 2018.
- (4) That the Customer Strategy Review also gives consideration to the extension of the partnership model for customer services elsewhere in the district should a need be identified.

Reason for Decisions: That an appropriate self-service provision could better meet the aims of the Joint Strategic Plan in a more cost effective manner.

APPENDIX C

BABERGH DISTRICT COUNCIL

COMMITTEE: Cabinet	REPORT NUMBER: BCa/18/10
FROM: Cabinet Member for Organisational Delivery, Councillor Derek Davis	DATE OF MEETING: 12 July 2018
OFFICER: Sara Wilcock, Assistant Director for Customer Services	KEY DECISION REF NO. CAB35

REFRESHED CUSTOMER STRATEGY

1. PURPOSE OF REPORT

- 1.1 The report introduces and provides supplementary information to consider, alongside the refreshed Customer Strategy at Appendix 1.

2. OPTIONS CONSIDERED

- 2.1 The options that have been considered are:

- c) Continue to work to the emerging Public Access Strategy as set out in the Council papers of September 16 titled "Future Model for Public Access including Accommodation".
- d) Develop an alternative Public Access Strategy that does not focus on our customers.
- e) To update and refresh the strategy in line with the progress that has already been made but taking into consideration, how we embed a customer centric culture.

3. RECOMMENDATIONS

- 3.1 The refreshed Customer Strategy is agreed.
- 3.2 In consultation with the Cabinet Member and Lead Member, minor amendments to the strategy be delegated to the Assistant Director for Customer Services to ensure the strategy is kept up to date, and reflective of emerging strategies which overlap.
- 3.3 That an action and communication plan is developed, which will ensure the Customer Strategy is widely shared across the organisation and provides for an opportunity to engage with our staff, embedding a customer focused organisational culture.

REASON FOR DECISION:

To provide an updated and refreshed Customer Strategy that states our organisational aim to put the customer at the heart of the organisation, and by doing so, improves our ability to better deliver our customer need.

4. KEY INFORMATION

- 4.1 In 2016 we set out in a Council report titled “Future Model for public access including accommodation”, a public access strategy. The public access strategy focused on five key access channels, face to face, telephony, email, online digital services, web chat/SMS and stated the intent to work collaboratively in place based teams to support our most vulnerable customers.
- 4.2 During the past 2/3 years progress has been made with notable achievements including the opening of two new public access points in Stowmarket and Sudbury where customers can access our services in person. We have also implemented a new call centre telephony system as well as consolidated two websites into one.
- 4.3 Progress against our priorities has been as a result of the decision made in 2016 regarding public access and accommodation, and so now seems an opportune moment to refocus and update the public access strategy
- 4.4 The refreshed Customer Strategy outlines 9 key principles across 4 themes which will enable us to have a customer centric approach, so that we place the customer at the heart of our organisation.
- 4.5 The strategy is deliberately titled, more simply, the Customer Strategy. This is in an attempt to focus on wider aspects of how we deliver a customer centric approach across the organisation, rather than associating ‘public access’ just with locations and specific channels. The refreshed Customer Strategy places a greater emphasis on how organisationally we will create a culture that considers and put the customer first.
- 4.6 There has often been debate around the use of the term ‘customer’ as opposed to various alternatives such as citizen or resident. Local Authorities provide a range of diverse services; some of which are statutory services, some of which are focused on particular groups e.g. Housing tenants, others where individuals can express a choice of whom to contract a service from e.g. Building Control. An important element of the strategy is continuing to confirm our priority, of understanding the needs of a wide range of groups and individuals, and appreciating that they will be different, depending on a range of factors including the types of services they need or would like to access.
- 4.7 In this sense our use of the term ‘customer’ helps us maintain a level of consistency and common understanding; in that irrespective of the services provided, our ethos is to provide positive experiences and relationships with high levels of satisfaction.
- 4.8 Following our commitment to keep under review a customer service provision in Hadleigh, a Cabinet report in April 2018 recommended that the refreshed Customer Strategy give consideration to an approach whereby the Council works in partnership with existing organisations in Hadleigh to provide self-service facilities.
- 4.9 The strategy states that we will continue this approach and it will be updated to reflect the outcome of a pilot we are developing with Suffolk Libraries. Suffolk Libraries provide a range of opportunities for us to tailor our provision, considering the use of static locations as well as pop-up libraries. Further detail on this pilot will be provided during the summer

5. LINKS TO JOINT STRATEGIC PLAN

- 5.1 The refreshed Customer Strategy particularly aligns with two of the key strategic themes or outcomes; Community Capacity Building and Engagement as at 6.0, and an Enabled and Efficient Organisation. The Customer Strategy directly links to taking advantage of modern technology, so that residents can access our services at times and in ways to suit themselves, which will ensure that our reducing resources can be aimed at assisting those most in need.

6. SHARED SERVICE / PARTNERSHIP IMPLICATIONS

- 6.1 There are no shared service implications. However one of the strategies guiding principles is that we will support all of our customers to become self-serving where ever possible and work in partnership with other like-minded organisations to deliver this. It is important to recognise that we cannot deliver more strategic objectives like digital inclusion alone and that there are wider benefits to be realised from having a partnering approach, both for our customers and us. Working in partnership in this way would also be in line with the Joint Strategic Plan ambitions of building our communities capacity

7. FINANCIAL IMPLICATIONS

- 7.1 The Customer Strategy suggests a number of initiatives and activities that as implemented will change the culture of the organisation as well as deliver improved customer services. Some of these activities are considered as business as usual and within our current gift to deliver within our existing budgets. However the development of business cases and more detailed project plans will be required setting out key financial considerations for some of the initiatives, for example the implementation of a Customer Record Management system. Substantial organisational projects like this will be subject to a comprehensive business case, and will follow the Councils normal governance processes, to gain sign off prior to implementation.

8. LEGAL IMPLICATIONS

- 8.1 None identified

9. RISK MANAGEMENT

- 9.1 This report is most closely linked with the Council's Significant Risk Register No 5f, as set out below:

Risk Description	Likelihood	Impact	Mitigation Measures
If we do not have more efficient and effective public access and agile working arrangements then we will not be able to tailor the services our customers need and target those in need	2 Unlikely	2 Noticeable/ Minor	New public access points are up and running in both Stowmarket and Sudbury. Services can be accessed through both; with a range of assisted/self-serve/telephony support available. Further development and review is on-going. We are also developing regular feedback mechanisms to develop customer satisfaction measures.

			We have undertaken a staff survey which will inform an action plan in the future, tackling areas of concern
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10. CONSULTATIONS

10.1 As part of wider public engagement activities on the proposal to create a single council to replace Babergh and Mid Suffolk District Councils, a market research company carried out an independent telephone survey of 4000 residents. The survey showed high support from electors for a number of key objectives, one of which was “delivering services that are better tailored to the needs of local residents”. This directly links to the Customer Strategy aims, of understanding the needs of our customers and focussing on their priorities.

11. EQUALITY ANALYSIS

11.1 An initial Equality Impact Assessment was carried out as part of the Future Model for Public Access in September 2016. It is envisaged that the refreshed strategy and ensuing initiatives would be an enhancement to our current service, and would have a positive effect. A further assessment will be carried out to understand if the refreshed strategy will have any increased impact

12. ENVIRONMENTAL IMPLICATIONS

12.1 Increases in online contact should impact positively; reducing print and paper costs across the organisation, and reducing the Councils carbon footprint

13. APPENDICES

Title	Location
(e) Customer Strategy	Attached

14. BACKGROUND DOCUMENTS

14.1 None

APPENDIX D

EXTRACT FROM THE MINUTES OF THE MEETING OF THE BABERGH CABINET HELD
IN KING EDMUND CHAMBER - ENDEAVOUR HOUSE, 8 RUSSELL ROAD, IPSWICH ON
THURSDAY, 12 JULY 2018 AT 9:30AM

21 BCA/18/10 - REFRESHED CUSTOMER STRATEGY

21.1 Councillor Davis, the Cabinet Member with responsibility for Organisational Delivery, introduced report BCa/18/10 and the Assistant Director for Customer Service gave an overview of the document. Councillor Davis thanked the Assistant Director for Customer Service for an excellent document and moved the recommendation which was seconded by Councillor Patrick.

21.2 Members were keen that the strategy would link in with the new tenant engagement model. It was also questioned, in terms of the action plan, as to how this would be monitored and reported back to members. The Assistant Director for Customer Services explained all staff would have input into developing the distinct activities which would take place. It would form part of a customer programme of work which would be reported through the Senior Leadership Team. Cabinet Members would be kept informed through regular means and performance measures. A range of organisations and stakeholders would also be consulted, and this would include liaison with the tenant's board.

21.3 There was concern over the access point in Hadleigh which had not yet been confirmed. It was explained libraries were likely to be used but unfortunately, at present, this had not been established.

21.4 Cabinet felt it was important to recognise not everyone used digital means to access services and as such it was important telephone lines were still kept in place to respond to queries. Customer services staff were improving their skills in order for them to direct people more quickly.

21.5 If problems were being encountered, such as members of the public not having phonecalls returned etc. then the relevant Member should be informed, and it should be dealt with through the individual departments. Response times should be measured which ensured procedures could be improved upon to embed a culture based around service level agreements. This should then be followed up with teams, as well as, individually.

21.6 It was questioned as to how the "pop up" library service would be run. It was explained that there had been a cultural change and this service had shown that the lending rate had increased. Wherever possible the council would work in tandem with the libraries.

Cabinet were confident the new strategy would work.

21.7

By a unanimous vote:

It was RESOLVED:-

(1) That the Refreshed Customer Strategy be agreed.

- (2) That in consultation with the Cabinet Members, minor amendments to the Strategy be delegated to the Assistant Director for Customer Services to ensure the Strategy is kept up to date, and reflective of emerging Strategies which overlap.
- (3) That an action and communication plan be developed, which would ensure the Customer Strategy was widely shared across the organisation and provided for an opportunity to engage with staff, embedding a customer focussed organisational culture.

Reason for Decision: To provide an updated and refreshed Customer Strategy that states our organisational aim to put the customer at the heart of the organisation, and by doing so, improves our ability to better deliver our customer need.

Agenda Item 10

BABERGH DISTRICT COUNCIL

TO: COUNCIL	REPORT NUMBER: BC/18/21
FROM: Monitoring Officer	DATE OF MEETING: 25 September 2018

LOCALISM ACT 2011 – APPOINTMENT OF INDEPENDENT PERSONS

1. PURPOSE OF REPORT

- 1.1 The Localism Act 2011 places a duty on local authorities to promote and maintain high standards of conduct for elected and co-opted Members. This includes the requirement to have a Code of Conduct with which Members must comply. The Act also requires that authorities adopt arrangements for dealing with complaints about potential breaches of the Code of Conduct by Members. This must include provision for the appointment of at least one Independent Person.
- 1.2 The purpose of the report is to appoint the Council's Independent Persons pursuant to section 28(7) of the Localism Act.

2. RECOMMENDATION

- 2.1 That the three individuals included in Appendix A be appointed as the Council's Independent Persons pursuant to section 28(7) of the Localism Act 2011 for a term of two years with an option to extend the appointment for a further two years.

3. KEY INFORMATION

- 3.1 The Localism Act requires Councils to appoint at least one independent person whose views should be obtained and taken into account before determining whether a breach of the code of conduct has occurred. Since 2012, Babergh District Council, Mid Suffolk District Council, Ipswich Borough Council and Suffolk County Council have jointly recruited and appointment Independent Persons. The current Independent Persons' appointments terminate in October 2018.
- 3.2 The recruitment process has been completed and recommendations for appointment are included within this report. The intention is that a 'pool' of Independent Persons will be appointed, so that each of the four authorities involved can then call on a number of different people to carry out the role, providing resilience, flexibility and timely response.
- 3.3 There were eighteen applications received and nine candidates were selected for interview. Following a selection and interview process, the three individuals whose profiles appear at Appendix 1 are recommended for appointment by Babergh District Council. The other authorities in the partnership will also be appointing a fourth Independent Person who is prevented from being appointed to Babergh District Council due to a conflict of interests.

3.4 The Act requires that the appointment of the independent persons must be agreed by the Council. The appointment is recommended for a period of two years, with an option to renew for a further two years.

4. LINKS TO JOINT STRATEGIC PLAN

4.1 Strong and effective governance underpins all of the key priorities contained within the Joint Strategic Plan.

5. FINANCIAL IMPLICATIONS

5.1 Each Independent Person receives an annual allowance of £300. The cost of the allowances is split equally between the four recruiting Councils. The Council can also pay a discretionary fee of £50 to an Independent Person dealing with a complex or lengthy complaint. The recruitment advertising costs will be shared equally among the four Councils.

6. LEGAL IMPLICATIONS

6.1 Section 28 (7) of the Localism Act 2011 requires the Council to appoint at least one Independent Person.

7. RISK MANAGEMENT

7.1 Key risks are set out below:

Risk Description	Likelihood	Impact	Mitigation Measures
Complaints cannot be processed which would be a breach of the Localism Act 2011.	1 – Highly Unlikely	3 – Bad	A pool of independent persons is appointment to ensure sufficient resources to deal with complaints and avoid any conflicts of interests

8. CONSULTATIONS

8.1 There is no requirement to formally consult on this decision.

9. EQUALITY ANALYSIS

9.1 The recruitment to these roles was lead by Suffolk County Council, using established recruitment processes which have full regard to equality and diversity policies. The posts were advertised on the Suffolk Jobs Direct website, through social media, and through some targeted communication with hard to reach groups through the County Council's Equality Team.

9.2 There is no requirement for a further equality impact assessment in relation to this report.

10. ENVIRONMENTAL IMPLICATIONS

10.1 There are no environmental implications associated with this report.

11. APPENDICES

Title	Location
A Profiles of Independent Persons	Attached

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BIOGRAPHIES OF RECOMMENDED INDEPENDENT PERSONS

Arnold Barrow

Arnold has been an Independent Person for the County Council for the last six years. He is also an Independent Person for St Edmundsbury Borough Council and Forest Heath District Council. Previously Arnold served as Chief Probation Officer in Suffolk between 1984 and 2001, as County Manager for Victim Support Suffolk from 2001 to 2004, and as an Independent Member of the Parole Board for England and Wales from 2003 to 2016. Arnold, who lives in Stowmarket, continues to be involved in a range of voluntary organisations.

Louise Cullen

Louise is employed as a Communications and Engagement Manager at the University of Essex. Her role includes working with Government departments, delivering research findings and evidence for various committees. Louise is the Vice Chair of Governors at Holbrook Academy, previously being Chair of Governors at Chelmondiston Primary School. She is a Trustee for Ibstock Enovert Environmental Trust, distributing landfill tax credits to areas of deprivation in the West Midlands, Bristol and Kent. Louise lives in Chelmondiston.

Karen Moore

Karen is currently a self-employed management consultant specialising in Human Resources and Governance issues. Her career has largely been within the social housing sector. Karen is a business and personal coach, registered with the International Coaching Federation. Karen has experience of dealing with grievances and disciplinary procedures and recognises the need for high standards of propriety and probity. Karen lives in Kesgrave.

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TIMETABLE OF MEETINGS 2019-20

May-19										
M			6	BANK HOLIDAY	13		20	MSDC ANNUAL COUNCIL (5.30)	27	BANK HOLIDAY
T			7		14		21	BDC ANNUAL COUNCIL (6pm)	28	
W	1	PLANNING (9.30)	8		15		22		29	DEVELOPMENT CONTROL A (9.30) (Suffolk Show)
T	2	District and Parish Council Elections	9		16		23	(SCC Annual Council)	30	(Suffolk Show)
F	3		10		17		24		31	
Jun-19										
M	3		10	MSDC CABINET (2.30)	17		24	BDC OVERVIEW & SCRUTINY (9.30)		
T	4		11		18		25			
W	5	PLANNING (9.30)	12	DEVELOPMENT CONTROL B (9.30)	19	PLANNING (9.30)	26	DEVELOPMENT CONTROL A (9.30)		
T	6		13	BDC CABINET (9.30)	20	MSDC OVERVIEW & SCRUTINY (9.30)	27			
F	7	MSDC LICENSING & REG (10.30)	14	BDC LICENSING & REG (9.30)	21		28			
Jul-19										
M	1		8	MSDC CABINET (2.30)	15		22	BDC OVERVIEW & SCRUTINY (9.30)	29	JOINT AUDIT (9.30)
T	2	(LGA Conference)	9		16		23	BDC COUNCIL (5.30)	30	
W	3	PLANNING (9.30) (LGA Conference)	10	DEVELOPMENT CONTROL B (9.30)	17	PLANNING (9.30)	24	DEVELOPMENT CONTROL A (9.30)	31	PLANNING (9.30)
T	4	(LGA Conference)	11	BDC CABINET (5.30)	18	MSDC OVERVIEW & SCRUTINY (9.30) (SCC pm)	25	MSDC COUNCIL (5.30)		
F	5		12		19		26			
Aug-19										
			5	MSDC CABINET (2.30)	12		19	BDC OVERVIEW & SCRUTINY (9.30)	26	BANK HOLIDAY
T			6		13		20		27	
W			7	DEVELOPMENT CONTROL B (9.30)	14	PLANNING (9.30)	21	DEVELOPMENT CONTROL A (9.30)	28	PLANNING (9.30)
T	1		8	BDC CABINET (9.30)	15	MSDC OVERVIEW & SCRUTINY (9.30)	22		29	
F	2	MSDC LICENSING & REG (10.30)	9	BDC LICENSING & REG (9.30)	16		23		30	
Sep-19										
M	2		9	MSDC CABINET (2.30)	16		23	BDC OVERVIEW & SCRUTINY (9.30)	30	JOINT AUDIT (9.30)
T	3		10		17		24	BDC COUNCIL (5.30)		
W	4	DEVELOPMENT CONTROL B (9.30)	11	PLANNING (9.30)	18	DEVELOPMENT CONTROL A (9.30)	25	PLANNING (9.30)		
T	5		12	BDC CABINET (5.30) (SCC pm)	19	MSDC OVERVIEW & SCRUTINY (9.30)	26	MSDC COUNCIL (5.30)		
F	6		13		20		27			
Oct-19										
M			7	MSDC CABINET (2.30)	14		21	BDC OVERVIEW & SCRUTINY (9.30)	28	
T	1		8		15		22	BDC COUNCIL (5.30)	29	
W	2	DEVELOPMENT CONTROL B (9.30)	9	PLANNING (9.30)	16	DEVELOPMENT CONTROL A (9.30)	23	PLANNING (9.30)	30	DEVELOPMENT CONTROL B (9.30)
T	3		10	BDC CABINET (9.30)	17	MSDC OVERVIEW & SCRUTINY (9.30) (SCC pm)	24	MSDC COUNCIL (5.30)	31	
F	4	MSDC LICENSING & REG (10.30)	11	BDC LICENSING & REG (9.30)	18		25			
Nov-19										
M			4	MSDC CABINET (2.30)	11		18	BDC OVERVIEW & SCRUTINY (9.30)	25	JOINT AUDIT (9.30)
T			5		12		19		26	
W			6	PLANNING (9.30)	13	DEVELOPMENT CONTROL A (9.30)	20	PLANNING (9.30)	27	DEVELOPMENT CONTROL B (9.30)
T			7	BDC CABINET (5.30)	14	MSDC OVERVIEW & SCRUTINY (9.30)	21		28	
F	1		8		15		22		29	

Dec-19										
M	2	MSDC CABINET (2.30)	9		16	BDC OVERVIEW & SCRUTINY (9.30)	23		30	
T	3		10		17	BDC COUNCIL (5.30)	24		31	
W	4	PLANNING (9.30)	11	DEVELOPMENT CONTROL A (9.30)	18	PLANNING (9.30)	25	BANK HOLIDAY		
T	5	BDC CABINET (9.30) (SCC pm)	12	MSDC OVERVIEW & SCRUTINY (9.30)	19	MSDC COUNCIL (5.30)	26	BANK HOLIDAY		
F	6	MSDC LICENSING & REG (10.30)	13	BDC LICENSING & REG (9.30)	20		27			
Jan-20										
M			6	MSDC CABINET (2.30)	13		20	BDC OVERVIEW & SCRUTINY (9.30)	27	JOINT AUDIT (9.30)
T			7		14		21		28	
W	1	BANK HOLIDAY	8	DEVELOPMENT CONTROL B (9.30)	15	PLANNING (9.30)	22	DEVELOPMENT CONTROL A (9.30)	29	PLANNING (9.30)
T	2		9	BDC CABINET (5.30)	16	MSDC OVERVIEW & SCRUTINY (9.30)	23		30	
F	3		10		17		24		31	
Feb-20										
M	3		10	MSDC CABINET (2.30)	17		24	BDC OVERVIEW & SCRUTINY (9.30)		
T	4		11		18		25	BDC COUNCIL (5.30)		
W	5	DEVELOPMENT CONTROL B (9.30)	12	PLANNING (9.30)	19	DEVELOPMENT CONTROL A (9.30)	26	PLANNING (9.30)		
T	6		13	BDC CABINET (9.30) (SCC pm)	20	MSDC OVERVIEW & SCRUTINY (9.30)	27	MSDC COUNCIL (5.30)		
F	7	MSDC LICENSING & REG (10.30)	14	BDC LICENSING & REG (9.30)	21		28			
Mar-20										
M	2		9	MSDC CABINET (2.30)	16		23	BDC OVERVIEW & SCRUTINY (9.30)	30	JOINT AUDIT (9.30)
T	3		10		17		24		31	
W	4	DEVELOPMENT CONTROL B (9.30)	11	PLANNING (9.30)	18	DEVELOPMENT CONTROL A (9.30)	25	PLANNING (9.30)		
T	5		12	BDC CABINET (5.30)	19	MSDC OVERVIEW & SCRUTINY (9.30) (SCC pm)	26			
F	6		13		20		27			
Apr-20										
M			6	MSDC CABINET (2.30)	13	BANK HOLIDAY	20	BDC OVERVIEW & SCRUTINY (9.30)	27	
T			7		14		21	BDC COUNCIL (5.30)	28	
W	1	DEVELOPMENT CONTROL B (9.30)	8	PLANNING (9.30)	15	DEVELOPMENT CONTROL A (9.30)	22	PLANNING (9.30)	29	DEVELOPMENT CONTROL B (9.30)
T	2		9	BDC CABINET (9.30)	16	MSDC OVERVIEW & SCRUTINY (9.30)	23	MSDC COUNCIL (5.30)	30	
F	3	MSDC LICENSING & REG (10.30)	10	BANK HOLIDAY	17	BDC LICENSING & REG (9.30)	24			
May-20										
M			4	BANK HOLIDAY	11	JOINT AUDIT (9.30)	18	BDC OVERVIEW & SCRUTINY (9.30) MSDC ANNUAL COUNCIL (5.30)	25	BANK HOLIDAY
T			5	MSDC CABINET (2.30)	12		19	BDC ANNUAL COUNCIL (5.30)	26	
W			6	PLANNING (9.30)	13	DEVELOPMENT CONTROL A (9.30)	20	PLANNING (9.30)	27	DEVELOPMENT CONTROL B (9.30) (Suffolk Show)
T			7	BDC CABINET (5.30)	14	MSDC OVERVIEW & SCRUTINY (9.30)	21	(SCC Annual Council)	28	(Suffolk Show)
F	1		8		15		22		29	

Agenda Item 15

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Agenda Item 16

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