



AGENDA

COUNCIL MEETING

TUESDAY, 19TH JANUARY 2021 – 5.30 PM

Members of the Council are summoned to a virtual meeting of the Babergh District Council on Tuesday, 19th January 2021 at 5.30 pm.

For those wishing to attend, there will be a time for reflection 5 minutes prior to the commencement of the Council meeting.

Arthur Charvonia
Chief Executive



BABERGH COUNCIL	
DATE:	TUESDAY, 19 JANUARY 2021 5.30 PM
VENUE:	TEAMS MEETING

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

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

**PART 1
MATTERS TO BE CONSIDERED WITH THE PRESS AND PUBLIC PRESENT**

Page(s)

1 APOLOGIES FOR ABSENCE

To receive apologies for absence.

2 DECLARATION OF INTERESTS BY COUNCILLORS

3 BC/20/15 TO CONFIRM THE MINUTES OF THE EXTRAORDINARY MEETING HELD ON 10 NOVEMBER 2020 11 – 16

4 BC/20/16 TO CONFIRM THE MINUTES OF THE MEETING HELD ON 24 NOVEMBER 2020 17 – 24

5 BC/20/17 ANNOUNCEMENTS FROM THE CHAIRMAN AND LEADER 25 – 26

In addition to any announcements made at the meeting, please see Paper BC/20/17 attached, detailing events attended by the Chairman and Vice-Chairman.

6 TO RECEIVE NOTIFICATION OF PETITIONS IN ACCORDANCE WITH COUNCIL PROCEDURE RULES

In accordance with Council Procedure Rule No. 11, the Chief Executive will report the receipt of any petitions.

a **PETITION FOR DEBATE IN ACCORDANCE WITH THE COUNCIL'S PETITION SCHEME**

To report and debate the following Petition, containing at least 1000 valid signatures, in accordance with the Council's Petition Scheme:

Free Parking Hadleigh

We the undersigned petition the Council to Maintain the free parking in all Hadleigh car parks.

It is now more essential than ever for the vitality and future of Hadleigh High Street to enable local and visiting shoppers to park free of charge. A number of new outlets have only just opened and to impinge businesses sustainability by the introduction of parking charges would be completely retrograde. Any decisions of this nature should only take place after the fullest public consultation.

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

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. 12.

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

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. 13.

9 **BC/20/18 OVERVIEW AND SCRUTINY COMMITTEE REPORT** 27 – 30

Chair of Overview and Scrutiny Committee

10 **RECOMMENDATIONS FROM CABINET / COMMITTEES**

a **JAC/20/3 HALF YEAR REPORT ON TREASURY MANAGEMENT 2020/21** 31 – 62

Co-Chair of Joint Audit and Standards Committee.

At its meeting on 30 November 2020, the Joint Audit and Standards Committee considered Paper JAC/20/3 – Half Year Report on Treasury Management 2020/21. The recommendations set out in the report were accepted.

It was RECOMMENDED TO BOTH COUNCILS:

- 1) That the Treasury Management activity for the first six months of 2020/21 as set out in the report and Appendices be noted.
- 2) That it be noted that both Councils' Treasury Management activity for the first six months of 2020/21 was in accordance with the approved Treasury Management Strategy, and that the Council has complied with all the Treasury Management Indicators for this period.

Note – It is a requirement of the Code of Practice on Treasury Management that full Council notes the Half-Year position.

b	BC/20/19 RECOMMENDATIONS FROM THE JOINT OVERVIEW AND SCRUTINY COMMITTEE	63 – 74
	Chair of Overview and Scrutiny Committee	
	At its meeting on 23 November 2020, the Joint Overview and Scrutiny Committee considered Paper JOS/20/3 – Review of Outside Bodies.	
	The Committee's Recommendations to Council are attached as Paper BC/20/19.	
11	BC/20/20 TO NOTE DECISIONS TAKEN BY THE CHIEF EXECUTIVE DURING THE COVID-19 PANDEMIC PERIOD UNDER DELEGATED POWERS IN ACCORDANCE WITH PART 2 OF THE CONSTITUTION	75 – 78
	Chief Executive	
12	BC/20/21 STRATEGIC ASSET MANAGEMENT PLAN 2020-2025	79 – 158
	Cabinet Member for Assets and Investments	
13	BC/20/22 TIMETABLE OF COMMITTEE MEETINGS 2021/22	159 – 162
	Leader of the Council	
14	MOTION ON NOTICE	

a **Motion received from Councillor Ward**

To consider the Motion on Notice received from Councillor Ward:

This Council expresses alarm at the rise in antisemitism across the UK in recent years. The International Holocaust Remembrance Alliance (IHRA) guidelines on antisemitism, negotiated and agreed at an international level, were adopted by the UK Government in 2016. These guidelines define antisemitism thus:

“Antisemitism is a certain perception of Jews, which may be expressed as hatred toward Jews. Rhetorical and physical manifestations of antisemitism are directed toward Jewish or non-Jewish individuals and/or their property, toward Jewish community institutions and religious facilities.”

Contemporary examples of antisemitism in public life, the media, schools, the workplace, and in the religious sphere could, taking into account the overall context, include, but are not limited to:

- Calling for, aiding, or justifying the killing or harming of Jews in the name of a radical ideology or an extremist view of religion.
- Making mendacious, dehumanizing, demonizing, or stereotypical allegations about Jews as such or the power of Jews as collective — such as, especially but not exclusively, the myth about a world Jewish conspiracy or of Jews controlling the media, economy, government or other societal institutions.
- Accusing Jews as a people of being responsible for real or imagined wrongdoing committed by a single Jewish person or group, or even for acts committed by non-Jews.
- Denying the fact, scope, mechanisms (e.g. gas chambers) or intentionality of the genocide of the Jewish people at the hands of National Socialist Germany and its supporters and accomplices during World War II (the Holocaust).
- Accusing the Jews as a people, or Israel as a state, of inventing or exaggerating the Holocaust.
- Accusing Jewish citizens of being more loyal to Israel, or to the alleged priorities of Jews worldwide, than to the interests of their own nations.
- Denying the Jewish people their right to self-determination, e.g., by claiming that the existence of a State of Israel is a racist endeavour.
- Applying double standards by requiring of it a behaviour not expected or demanded of any other democratic nation.

- Using the symbols and images associated with classic antisemitism (e.g. claims of Jews killing Jesus or blood libel) to characterize Israel or Israelis.
- Drawing comparisons of contemporary Israeli policy to that of the Nazis.
- Holding Jews collectively responsible for actions of the state of Israel.

This Council hereby adopts the above definition of antisemitism as set out by the International Holocaust Remembrance Alliance, and adopted by the UK Government, and pledges to combat this anti-Jewish racism.

Proposer – Cllr John Ward
Seconder – Cllr Jan Osborne

15 **COUNCILLOR APPOINTMENTS**

Date and Time of next meeting

Please note that the next meeting is scheduled for Tuesday, 23 February 2021 at 5.30 pm.

Webcasting/ Live Streaming

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

For more information about this meeting, including access arrangements and facilities for people with disabilities, please contact the Committee Officer, Committee Services on: 01473 296472 or Email: Committees@baberghmidsuffolk.gov.uk

Introduction to Public Meetings

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

Protocol for Virtual Meetings

Live Streaming:

1. The meeting will be held on TEAMS and speakers will be able to join via invite only. Any person who wishes to speak at the meeting must contact Committee Services at: committees@baberghmidsuffolk.gov.uk at least 24 hours before the start of the meeting.
2. The meeting will be live streamed and will be available to view on the Council's YouTube page as detailed below:

https://www.youtube.com/channel/UCSWf_0D13zmegAf5Qv_aZSg

Recording of proceedings:

1. Proceedings will be conducted in video format.
2. A Second Governance Officer will be present and will control the TEAMS call and Livestreaming.

Roll Call:

1. A roll call or electronic confirmation of attendance of all Members present will be taken during the Apologies for Absence/Substitution to confirm all Members are present at the meeting.

Disclosable Pecuniary Interests:

1. A Councillor declaring a disclosable pecuniary interest will not be permitted to participate further in the meeting or vote on the item. Where practicable the Councillor will leave the virtual meeting, including by moving to a 'lobby' space and be invited to re-join the meeting by the Committee Officer at the appropriate time. Where it is not practicable for the Councillor to leave the virtual meeting, the Committee Officer will ensure that the Councillor's microphone is muted for the duration of the item.

Questions and Debate:

1. Once an item has been introduced, the Chair will ask if there are any questions. The Chair will either ask each Member in turn if they have any questions or Members of the Council / Committee will be asked to use the "Hands Up" function within teams. The Chair will then ask Members to speak.

2. Any Councillors present who are not part of the Committee will then be invited to ask questions by using the “Hands up function” within teams. The Chair will then ask Members to speak.
3. At the end of the questions the Chair will ask Members whether they have any further questions before entering into debate.
4. In the instance where a Member of the Committee would like to formally make a proposal, they should raise their hand using the Hands Up function. At this point the Chair would go directly to them and take the proposal. Once the proposal has been made the Chair would immediately ask if there was a seconder to the Motion. If there is it would become the substantive Motion and the Chair would again continue down the list of Councillors until there is no further debate.
5. Upon completion of any debate the Chair will move to the vote.

Voting:

1. Once a substantive motion is put before the Council / Committee and there is no further debate then a vote will be taken.
2. Due to circumstances the current voting by a show of hands would be impractical - as such the Governance Officer will conduct the vote by roll call or the vote will be conducted via an electronic voting method.
3. The total votes for and against and abstentions will be recorded in the minutes not the individual votes of each Councillor. Except where a recorded vote is requested in accordance with the Rules of Procedure.
4. The governance officer will then read out the result for the Chair to confirm.
5. A Councillor will not be prevented from voting on an item if they have been disconnected from the virtual meeting due to technical issues for part of the deliberation. If a connection to a Councillor is lost during a regulatory meeting, the Chair will stop the meeting to enable the connection to be restored. If the connection cannot be restored within a reasonable time, the meeting will proceed, but the Councillor who was disconnected will not be able to vote on the matter under discussion as they would not have heard all the facts.

Confidential items:

1. The Public and Press may be Excluded from the meeting by resolution in accordance with normal procedural rules. The Committee Officer will ensure that any members of the public and press are disconnected from the meeting.

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Agenda Item 3

BABERGH DISTRICT COUNCIL

Minutes of the meeting of the **BABERGH COUNCIL** held in the Virtual Meeting on Tuesday, 10 November 2020

PRESENT:

Councillor: Kathryn Grandon (Chair)
Adrian Osborne (Vice-Chair)

Councillors:	Clive Arthey	Susan Ayres
	Melanie Barrett	Peter Beer
	David Busby	Sue Carpendale
	Trevor Cresswell	Derek Davis
	Mick Fraser	Jane Gould
	Richard Hardacre	John Hinton
	Bryn Hurren	Leigh Jamieson
	Robert Lindsay	Elisabeth Malvisi
	Alastair McCraw	Mary McLaren
	Mark Newman	Zachary Norman
	John Nunn	Jan Osborne
	Alison Owen	Lee Parker
	Stephen Plumb	John Ward

In attendance:

Guest(s): Stuart Cook - Aspinall Verdi Property Regeneration Consultants
Ian de Prez – Shared Legal Service - Legal Advisor

Officers: Chief Executive (AC)
Assistant Director Law and Governance and Monitoring Officer (EY)
Assistant Director – Sustainable Communities (TB)
Assistant Director - Housing (GF)
Professional Lead - Key Sites and Infrastructure (CT)
Corporate Manager - Strategic Planning (RH)
Corporate Manager - Governance and Civic Office (JR)
Senior Governance Support Officer (HH)

Apologies:

Siân Dawson
Honor Grainger-Howard
Michael Holt
Margaret Maybury

19 APOLOGIES FOR ABSENCE

19.1 Apologies for absence were received from Councillor Sian Dawson, Councillor Michael Holt, Councillor Honor Grainger-Howard, Councillor Bryn Hurren and Councillor Margaret Maybury.

19.2 The Chair of the Council wished Councillor Sian Dawson a full recovery on behalf of the Council.

20 DECLARATION OF INTERESTS BY COUNCILLORS

20.1 The Chair advised that under Section 31 of the Localism Act 2011, all Members had been granted dispensation by the Monitoring Officer for all matters relating to the Joint Local Plan and therefore Councillors did not need to declare any interests under this item.

20.2 There were no further declarations.

21 BC/20/8 BABERGH AND MID SUFFOLK - DRAFT JOINT LOCAL PLAN AND STATEMENT OF COMMUNITY INVOLVEMENT ADDENDUM

21.1 The Chair of the Council welcomed Tom Barker, Assistant Director for Sustainable Communities, and Robert Hobbs, Corporate Manager for Strategic Planning to the meeting.

21.2 The Cabinet Member for Planning, Councillor Arthey was invited by the Chair of the Council to introduce report BC/20/8.

21.3 Councillor Arthey addressed some of the key points in the report including the background stages of the Joint Local Plan's production, the extensive evidence base of the plan, the recommended options, and the principles provided by the plan.

21.4 Councillor Arthey went on to explain the amendments required to the Statement of Community Involvement due to the ongoing situation with Covid-19.

21.5 Councillor Arthey expressed thanks to the Chief Executive, the Assistant Director for Sustainable Communities, Tom Barker and his teams, especially the Strategic Planning team. He also thanked Phil Isbell, Chief Planning Officer and the Planning Team for their support. Special thanks were given to the Corporate Manager for Strategic Planning, along with the Members involved with the development of the plan.

21.6 Councillor Arthey **PROPOSED** the recommendations in the report which was **SECONDED** by Councillor Ward.

21.7 The Corporate Manager for Strategic Planning responded to Councillor Hinton's question regarding Suffolk County Council's Local Plan and explained that consultation had taken place between Babergh District Council and Suffolk County Council.

21.8 Councillor Hinton queried the extraction of mineral on development sites in relation to the Suffolk County Council minerals extraction plan and how this was mitigated in the Joint Local Plan. Councillor Arthey explained that sites

were identified for housing allocation and not for mineral extractions.

- 21.9 Councillor Arthey and the Corporate Manager for Strategic Planning responded to Members' questions regarding specific parts of the plan relating to their wards.
- 21.10 Councillor Barrett enquired whether support for planning applications with a wider mix of property sizes would be provided in the future, in particular four-bedroom houses. Councillor Arthey advised that decisions regarding these issues would be the responsibility of the planning department and Planning Committee.
- 21.11 Councillor Arthey responded to Member's questions on issues including: the robustness of the Joint Local Plan, existing permissions granted, and how the consultation would be communicated to communities.
- 21.12 Following a query from Councillor Jamieson regarding policy LS01 and the village of Lindsey (Appendix a, page 328), the Assistant Director for Sustainable Communities confirmed that clarification of the number of dwellings would be provided outside of the meeting.
- 21.13 Councillor Arthey assured Members that Parish Councils had been engaged with the development of the JLP in 2018 and 2019 and that the plan had been well publicised.
- 21.14 Members debated the report on issues including: Neighbourhood Plans, the number of allocations for the Ipswich fringe area, potential increase in traffic and the provision of infrastructure, the National Planning Policy Framework, sustainability issues and local needs for housing.
- 21.15 Some Members fully supported the JLP and that the design of the plan would support biodiversity, whilst others had concerns for the impact on climate change, sustainability, and carbon reduction.
- 21.16 Councillor Ward expressed his support for the plan and commented on the work that had taken place in developing the plan.
- 21.17 Councillor Arthey summed up the issues and urged Members to support the submission of the plan for examination as the Council could not be fully compliant without one. The JLP would carry some weight to determine planning applications. The upcoming examination was unlikely to add many changes to the current draft, which he thought was a good plan.
- 21.18 The Chair of the Council read out the recommendations in the report.
- 21.19 The recommendations were put to Members for voting.

NOTE: Councillors Cresswell and Owen left the meeting at 7:17 pm, after the vote.

By 26 votes for and 1 vote against.

It was **RESOLVED:-**

- 1.1 That the Babergh and Mid Suffolk Joint Local Plan Pre-Submission (Regulation 19) Document (November 2020) (Appendix A) be approved for publication under Regulation 19 of the Town and Country Planning Act (Local Planning) (England) Regulations 2012 (as amended).
- 1.2 That delegated authority be given to the Assistant Director for Sustainable Communities, in consultation with the Cabinet Member for Planning, to submit the Joint Local Plan Pre-Submission (Regulation 19) Document to the Secretary of State for an independent Examination and for modification and procedural processes necessary for the Examination.
- 1.3 That the addendum to the Statement of Community Involvement (November 2020) (Appendix E) be approved.

22 BC/20/9 COMMUNITY INFRASTRUCTURE LEVY (CIL) - PROPOSED REVISED CIL CHARGING RATES (FOR CONSULTATION PURPOSES) FOR BABERGH DISTRICT COUNCIL AND MID SUFFOLK DISTRICT COUNCIL (AS CIL CHARGING AUTHORITIES FOR THEIR ADMINISTRATIVE AREAS)

- 22.1 Councillor Grandon, the Chair of Council invited Councillor Arthey, Cabinet Member for Planning to introduce Paper BC/20/9.

Note: Councillors Plumb and Ayres left the meeting at 7:18 pm

- 22.2 Councillor Arthey introduced the report and asked that the wording '*both Councils*' be replaced with '*Babergh District Council*' throughout the recommendations the report.
- 22.3 Councillor Arthey **MOVED** Recommendations 3.1 and 3.2 in the report, which was **SECONDED** by Councillor Ward.
- 22.4 In response to Members' questions, Councillor Arthey confirmed that the new proposal did not contain any zoning and that the proposal came from the Members Working Group.

NOTE: Councillor Lindsay left the meeting at 7:24 pm

- 22.5 Members debated the issues, including inflation of house prices in relation to earnings, the doubling of CIL income in some areas, the need for funding for infrastructure, that the impact on house prices was a question of supply and demand.
- 22.6 Councillor Arthey summed up the issues and advised Members that the work had been underpinned by a viability study, and he introduced Stuart Cook from Aspinall Verdi Property Regeneration Consultants, who had undertaken

the viability study.

22.7 Mr Cook explained how the development cost was based around land value and how current sales and market values would accommodate CIL charges.

NOTE: Councillor Hinton left the meeting at 7:37 pm.

22.8 Councillor Arthey added that CIL charges were being charged up front of a development and would impact on land values.

22.9 Recommendations 3.1 and 3.2 with the amended wording were put to Members for voting.

By a unanimous vote

It was RESOLVED: -

- 1.1 That Babergh District Council approves the content of the report (and all Appendices) with a view to agreeing that this material be the subject of a formal consultation for a period of six weeks between the 12th November and the 24th December 2020. (This would be a separate consultation but run in parallel with the consultation exercise for the emerging Joint Local Plan).**
- 1.2 That Babergh District Council agrees that all responses to the consultation relating to revisions to the rates of CIL charging will be considered, analysed by the Council's Viability Consultants, and taken into account and fed into an Examination in public to be held by an Inspector.**
- 1.3 That Babergh District Council also agrees to fully consider the Inspectors report when the Examination in public is concluded together with any consequent Inspectors report issued with his/her findings to the Council. This would allow Babergh District Council to consider outcomes together with any revision and subsequent adoption of any new revised CIL charging rates for Babergh District Council together with an implementation date.**

The business of the meeting was concluded at 7:42 pm.

.....
Chair

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Agenda Item 4

BABERGH DISTRICT COUNCIL

Minutes of the meeting of the **BABERGH COUNCIL** held in the Virtual Meeting on Tuesday, 24 November 2020

PRESENT:

Councillor: Kathryn Grandon (Chair)
Adrian Osborne (Vice-Chair)

Councillors: Clive Arthey Susan Ayres
Melanie Barrett Peter Beer
David Busby Sue Carpendale
Trevor Cresswell Derek Davis
Mick Fraser Jane Gould
Honor Grainger-Howard Richard Hardacre
John Hinton Bryn Hurren
Leigh Jamieson Robert Lindsay
Elisabeth Malvisi Margaret Maybury
Alastair McCraw Mary McLaren
Mark Newman Zachary Norman
John Nunn Jan Osborne
Alison Owen Lee Parker
Stephen Plumb John Ward

In attendance:

Officers: Chief Executive (AC)
Assistant Director Law and Governance and Monitoring Office (EY)
Assistant Director - Environment and Commercial Partnerships (CC)
Assistant Director - Housing (GF)
Assistant Director - Customer Services (SW)
Corporate Manager - ICT (MH)
Corporate Manager - Governance and Civic Office (JR)
Senior Food and Safety Officer (ER)
Licensing Officer (KS/KG)
Senior Governance Support Officer (HH)

Apologies:

Councillors: Siân Dawson
Michael Holt

23 DECLARATION OF INTERESTS BY COUNCILLORS

23.1 None received.

24 URGENT MOTION ON NOTICE

24.1 The Chair advised Members that she would take Item 12 before Item 3 on the Agenda and referred to the Urgent Motion on Notice, which had been circulated to Members and was tabled at the meeting. She invited Councillor Ward to present and move his Motion.

24.2 Councillor Ward referred to the Motion detailed in the Tabled Papers:

This administration has consistently pursued the use of technology to provide the public and press with an enhanced level of access and engagement in our meetings. This approach has been crucial during the covid-19 pandemic where we have maintained open, accountable and transparent democracy by fully embracing virtual meetings. Indeed, Babergh and Mid Suffolk District Councils were the first Councils in Suffolk to hold fully virtual meetings open to the public. An extension to our use of technology in virtual meetings, is the adoption of e-voting to replace the lengthy and cumbersome process of roll call voting. Temporary alterations to the constitution to allow e-voting have already been made by the Monitoring Officer under delegation, however I firmly believe e-voting is the way forward for a robust and efficient means of voting for all our meetings whether virtual or in person. Hence, I am proposing that the Council adopts e-voting as its primary means of voting. I have also listened to the concerns raised by other Councillors about losing the current enhanced level of public access to voting, afforded by the process of roll call voting. This is essentially the ability of the public to see how each councillor votes on every item, something which we didn't even have in face-to-face meetings without the public physically being present in the meeting room. Therefore, this urgent motion also proposes a constitutional change to enable the publication of a record of voting at every meeting on the Council's website to ensure the highest level of openness and transparency. This will not negate the process for formally requesting a recorded vote for the purposes of the minutes or the statutory requirement to formally record the budget vote.

24.3 Councillor Ward then read out the Motion:

“That this Council permanently adopts e-voting as its primary method of voting in all meetings and that a record of all votes cast at meetings of the Full Council, Cabinet and Committees be published on the Council's website with immediate effect. Further, that the Monitoring Officer be authorised to make the required amendments to the Council's constitution.”

24.4 Councillor Ward **MOVED** the Motion, which was **SECONDED** by Councillor Jan Osborne.

24.5 Councillor Lindsay **PROPOSED** an amendment to be added to the Motion before the wording 'Further, that the Monitoring Officer....':

That immediately after the vote, during the meeting, the Monitoring Officer reads out the names of those voting against and those abstaining.

24.6 Councillor Jamieson seconded the Amendment.

24.7 Councillor Ward did not approve the Amendment, as this would delay the purpose of electronic voting and he did not think the process required further complications.

24.8 Members debated the Amendment.

24.9 In response to Members' questions, the Monitoring Officer explained that a recorded vote was a constitutional process and was recorded in the minutes, whilst an electronic vote would be published on the Website.

24.10 Members debated the issues including that the identification of those voting against and abstaining on an item, could be taken as naming and shaming Members; that Members could indicate during the debate how they intended to vote; that the result could be screen shared after the vote and that Members should not be ashamed of how they voted on an item.

24.11 The Monitoring Officer clarified that screen sharing was not currently a solution, as not all votes were visible on one screen.

24.12 The Amendment was put to Members for voting.

By 26 votes against and 4 votes for.

It was RESOLVED:-

That the Amendment was lost.

24.13 Members debated the Motion, and in response to constitutional questions the Monitoring Officer clarified that the Motion would allow electronic voting to be permanent and would be added as a method of voting in the Constitution. Electronic Voting would be the primary method of voting for all Cabinet, Council and Committee meetings whether they were conducted as virtual or face to face meetings. However, voting by show of hands and voting by roll call would remain as valid forms of voting should technical issues prevent electronic voting. There would not be any requirements for further amendments to the Constitution once meetings returned to the Council Chamber.

24.14 Councillor Ward summed up the debate and said that now Members were becoming familiar with the Modern.gov system, electronic voting would be more proficient, efficient, and quick.

24.15 The Motion was put to Members for voting.

By 29 votes for and 1 against

It was RESOLVED: -

That this Council permanently adopts e-voting as its primary method of voting in all meetings and that a record of all votes cast at meetings of the Full

Council, Cabinet and Committees be published on the Council's website with immediate effect. Further, that the Monitoring Officer be authorised to make the required amendments to the Council's constitution.

25 BC/20/10 TO CONFIRM THE MINUTES OF THE ANNUAL MEETING HELD ON 22 SEPTEMBER 2020

It was RESOLVED:-

That the Minutes of the meeting held on 22 September 2020 be confirmed and signed as a true record.

26 BC/20/11 ANNOUNCEMENTS FROM THE CHAIRMAN AND LEADER

Note: the meeting was adjourned between 6:15 pm and 6:20 pm.

26.1 Councillor Grandon, the Chair, referred to Paper BC/20/11, which was for noting and invited Councillor Ward to make his announcements.

26.2 Councillor Ward said that the second Covid-19 wave had now hit hard, and the District was back in lockdown. Things were different this time round with fewer restrictions, and numbers in Suffolk, whilst fluctuating, were still low compared with the national picture. The latest data from the Suffolk Corona Watch site showed the East of England currently had an estimated R value of between 1.0 and 1.3. Here in Babergh, there were 113 cases reported in the past week, which was a rate of 120.6 per 100,000. In total, there had been 925 confirmed cases and sadly 63 deaths since the pandemic began. Although this latter number was the latest data from the ONS and was only up to 6th November. However, there was currently a spike in Hadleigh, and this was very concerning. The current weekly numbers for the town were 67 cases, which was a rate of 601 per 100,000. Although extremely high, it was thankfully on the decline. Whilst there had been a focus in the press on the care homes and high school, household-to-household transmission was also taking place and residents must continue with a relentless public awareness and messaging campaign.

26.3 The 'Stick with It Suffolk' campaign was still active and the Home But Not Alone service had been reactivated. The advice was to stay at home as much as possible, but if going out the message was simple: hands, face, space. Use sanitisers where provided in shops; wear a mask and maintain distance from others. That way transmission would be minimised and bring the infection rate down.

26.4 The Council had started to distribute the latest government business grants – the Local Restrictions Support Grant and the Additional Restrictions Grant. A review of the Council's response to enable homeless people to have somewhere to live through the winter was also being undertaken.

26.5 The Council was awaiting the Government's one-year spending review, with a statement due from the chancellor tomorrow. Whilst it remained disappointing

that the review won't provide longer-term financial certainty, hopefully it would include more support for local authorities to address the very significant financial pressures faced and also include the measures needed to provide certainty for budget-setting next year. There was a significant budget challenge at Babergh and work had started to consider measures to be taken to produce a balanced budget for 2021-22 and provide a sound MTFs for the years beyond.

26.6 To finish on an upbeat note, the first BMS Innovation Awards were held virtually on 3rd November and were a great success in terms of promoting innovation in the districts, although the technology had gremlins. There had been 11 categories and there were inspiring stories for each of the 28 finalists, so the winners were those that really stood out.

26.7 Councillor Grandon added her concern for the residents in Hadleigh and that Councillors would have residents in their thoughts.

27 TO RECEIVE NOTIFICATION OF PETITIONS IN ACCORDANCE WITH COUNCIL PROCEDURE RULES

27.1 None Received.

28 QUESTIONS BY THE PUBLIC IN ACCORDANCE WITH COUNCIL PROCEDURE RULES

28.1 None Received.

29 QUESTIONS BY COUNCILLORS IN ACCORDANCE WITH COUNCIL PROCEDURE RULES

29.1 None received.

30 BC/20/12 OVERVIEW AND SCRUTINY COMMITTEE REPORT

30.1 The Chair invited the Chair of the Overview and Scrutiny Committee to introduce Paper BC/20/12.

30.2 Councillor McCraw provided a summary of the main issues in the report and responded to Members' questions.

30.3 Councillor Hinton queried issues around Open Spaces and the Public Realm Delivery Model on page 23, to which Councillor McCraw responded that the list was not exclusive, and that Public Realm covered all areas previously covered by the service.

31 RECOMMENDATIONS FROM CABINET / COMMITTEES

32 BC/20/13 LICENSING ACT 2003 - STATEMENT OF LICENSING POLICY STATUTORY FIVE-YEARLY ADOPTION

- 32.1 The Chair invited the Chair of Licensing and Regulatory Committee to introduce Paper BC/20/13.
- 32.2 Councillor Newman provided a detailed summary including that a public consultation was carried out between 20 August 2020 and 16 September 2020 in respect of the Statement of Licensing Policy for Babergh District Council.
- 32.3 Section 5 of The Licensing Act 2003 required that each Licensing Authority should determine and publish a local 'Statement of Licensing Policy' relating to the discharge of its licensing functions under the Act. The Licensing Team revisited the statement, which had been in effect since January 2016. The report sought the approval by full Council of the revised policy statement for Babergh DC so that it may be adopted for publication and ready to take effect from 7 January 2021.
- 32.4 The current draft would be the fifth edition of the Council's 'Statement of Licensing Policy' under the Licensing Act 2003. The consultation took place over a period of four weeks, through various channels and media. Only one response was received. As well as all existing premises and club licence holders, 150 relevant businesses and organisations were consulted, including all Parish Councils. The Statement of Licensing Policy was based on the Licensing Act 2003 and the statutory guidance (section 182 guidance).
- 32.5 The draft 'Statement of Licensing Policy' for Babergh was considered by the Licensing and Regulatory Committee on the 9th October. There were some discussions around the breadth of the consultation, and checks carried out to ensure that licence applicants have adequate English language skills, but no amendments were made and the Committee voted unanimously to recommend to full Council that it be adopted without further amendment.
- 32.6 Councillor Newman **PROPOSED** Recommendation 3.1 in the report which was **SECONDED** by Councillor Carpendale.
- 32.7 Councillor Carpendale thanked the Licensing Team for their extensive knowledge.
- 32.8 Councillor Lindsay enquired if the legislation allowed changes for single use of plastic cups and plates when providing licensing for events, which would encourage reuse of plastic cups.
- 32.9 Katherine Green, the Licensing Officer, responded that events had to provide a detailed plan and that the team could advise the use of plastic cups.
- 32.10 Councillor Arthey queried the inclusion of hairdressers and why they would apply for a license.
- 32.11 Councillor Newman responded that some hairdressers offered alcoholic beverages to customers attending the salon for special occasions, such as weddings.

32.12 Members did not wish to debate the item, and the recommendation was put to Members for voting.

By a unanimous vote

It was RESOLVED:-

That the draft revision Licensing Act 2003 'Statement of Licensing Policy' document as attached as Appendix A to Paper BC/20/13 be adopted, for publication and to take effect for five years (unless sooner revised) from 7 January 2021.

33 BC/20/14 ICT STRATEGY

33.1 The Chair invited the Cabinet Member for Customers, Digital Transformation and Improvement to introduce Paper BC/20/14.

33.2 Councillor Parker introduced the report and summarised the main points in the report, including that an ICT Strategy was all about customer outcome and not IT delivery. He then introduced Matthew Harding, Corporate Manager for ICT who provided a presentation to Members before responding to Members' questions.

33.3 Councillor Maybury hoped that when the new strategy had been implemented, the collating and use of data would be improved to ensure that deceased residents were not forwarded any communication.

33.4 The Corporate Manager responded that where access to data was possible, this would be improved. However, there were lags in the data available to the Council.

33.5 Councillor Jamieson enquired about the carbon footprint for the services included in the Strategy, such as storage and hardware.

33.6 The Corporate Manager for ICT responded that this information was not available yet, but that a process was being undertaken through the biodiversity and carbon reduction plans. Microsoft was trialling a tool set to monitor the carbon footprint for services.

33.7 Councillor Ward said that the strategy was easy to understand and he was pleased that the focus was data gathering and the analysis of the information available. He added that storage was efficient and shared facilities should be monitored to ensure efficiency.

33.8 Councillor Busby commented that the Council had worked on getting the management of the data right for a number of years.

33.9 The Corporate Manger for ICT responded that the Cloud based service provided the Council with the power to process data quicker than before and

that data could be joined up quicker, which had made a significant shift in the process.

33.10 Councillor McCraw thanked the Corporate Manger for ICT for the presentation which had made the technical issues easy to understand. He thought that it was important to take care when creating the processes and that to be successful, IT intuitive had to be key. He felt that it was good that the Council was not subservient to Suffolk County Council and that the Council had its own ICT Strategy.

33.11 Councillor Parker agreed with Councillor McCraw and said that ultimately it was all about Customer Care and that customers could access the Council Services when they would like.

33.12 The Chair thanked Members and Officers.

The report was for comment only.

34 COUNCILLOR APPOINTMENTS

34.1 None Received.

The business of the meeting was concluded at 7:19 pm.

.....
Chair

BABERGH DISTRICT COUNCIL - 19 JANUARY 2021

CHAIRMAN'S ANNOUNCEMENTS

EVENT	LOCATION	DATE	CHAIRMAN	VICE CHAIR
DECEMBER 2020				
Official Re-opening of Kingfisher Leisure Centre Refurbishment	Sudbury	11-Dec	✓	
Bishop's Zoom Christmas Drinks Party	Virtual	11-Dec	✓	

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Agenda Item 9

BABERGH DISTRICT COUNCIL

TO: Council	REPORT NUMBER: BC/20/18
FROM: Chair of Overview and Scrutiny Committee	DATE OF MEETING: 19 January 2021

The Joint Overview & Scrutiny Committee met at 9.30am on the 23rd November 2020.

Chair: Alastair McCraw (BDC Co-Chair)

JOS/20/3 REVIEW OF OUTSIDE BODIES

Jan Robinson, Corporate Manager Governance and Civic Office introduced this report on member representation on Outside bodies. These were confined to those appointed by Council and did not include appointments made by Leaders or the Cabinets.

The committee took the approach of examining each of these in turn, using available evidence from questionnaire responses gathered from the bodies and from members themselves. Members present were also asked to provide outline information on any bodies they had experience of, or currently served on. The principle was to establish the value of member representation to the Bodies themselves, to the Councils and to residents. It is worth noting that many members commented on the value to their own understanding of issues involved.

A complete record of the bodies discussed, and the evidence will be found in the report itself and in the minutes. After lengthy debate on each body the Joint Scrutiny Committees made recommendations for Babergh and Mid Suffolk District Councils, according to their different circumstances. For clarity, the resolutions refer to the Joint committee, but separate votes from Babergh and Mid Suffolk members were taken where appropriate.

The recommendations are listed below.

IT WAS RESOLVED:

- 1.1 That the Joint Overview and Scrutiny Committee recommends to the Councils named that the following appointments to Outside Bodies, no longer requiring representation, be removed from the appointments made, based on the information received.**

Babergh District Council

**Babergh Domestic Violence and Abuse Forum
East West Rail Consortium
Joint Waste Management Board
Suffolk Joint Emergency Planning Policy Panel**

Suffolk Rail Policy Group

Mid Suffolk District Council:

Joint Waste Management Board Suffolk Joint Emergency Planning Policy Panel

- 1.2 That the Joint Overview and Scrutiny Committee recommends that both Councils consider withdrawal from the Haven Gateway Partnership as the Committee feels that the Partnership cannot demonstrate Value and relevance.**
- 1.3 That Babergh District Council considers that a member representative be appointed to Home-Start in line with Mid Suffolk District Council**
- 1.4 That consideration be given by Mid Suffolk District Council that an observer be appointed to Stowmarket Citizens Advice in line with Babergh District Council**
- 1.5 That a reporting mechanism in the form of a template for Representatives on Outside Bodies be established to provide valuable information to members and Public, the information to be presented as part of the annual review of Member Representation on Outside Bodies to the Joint Overview and Scrutiny Committee**
- 1.6 That support and training be established for members when appointed as representatives on Outside Bodies.**
- 1.7 That Mid Suffolk District Council considers taking up the appointment of a representative to the East West Rail Consortium by making a payment of the subscription fees required for full participation.**

One resolution for Mid Suffolk remains to be voted upon and this will be done at a subsequent meeting.

The Joint Overview & Scrutiny Committee met at 9.30am on the 14th December 2020.

Chair: Keith Welham (MSDC Co-Chair)

JOS/20/07 PLANNING ENFORCEMENT – TRANSFORMATION UPDATE

The Chief Planning Officer introduced his report on the Planning Enforcement Service and explained the background to the project. Simon Bailey then gave some caseload statistics, explained how Covid restrictions had necessitated a different way of working. He detailed the methods staff had used to review longstanding cases. He explained that businesses, especially in the retail and leisure sectors had needed to alter the way they operate in order to keep working under the Covid restrictions.

John Mawdsley explained a new enforcement flow chart devised to show every step from initial report of an alleged planning breach through to final outcome. Alleged breaches are categorised high, medium or low and each category has a different timescale for investigation. Julie Havard detailed the work of the administration team and timescales for the various steps in the process. Each report needs to be validated in a similar way to planning applications. Closer working with the Development Management team has been beneficial.

The number of alleged breaches reported has increased year on year, but the increase in 2020 may have been partly due to people spending more time in their neighbourhoods due to Covid travel restrictions. Not all reports are planning breaches and it is important to sieve these out and inform the complainant.

Improved process mapping and workflow management have assisted officers to deal with high personal workloads.

Members of the Committee asked a large number of questions and were confident that the transformation project is resulting in an improved service. On the question of resources, members were assured that sufficient staff are in place to cover the work.

Most cases can be resolved but, in exceptional circumstances, legal proceedings are necessary. These can be costly without any certainty of reimbursement of costs when cases are successful.

It was RESOLVED:

- 1.1 That the contents of this report be noted.**
- 1.2 That a further update on progress with service transformation work within planning enforcement be provided to the Committee at the conclusion of the work of the Joint Member/Officer Task and Finish Group recommended under 3.3 at the conclusion.**
- 1.3 That the Chief Planning Officer establish a Joint Member/Officer Task and Finish Group, comprising as a basis of the Members of the Joint Local Plan Member Working Group together with further Member input resolved with the Chief Officer in consultation with Political Group Leaders to review and make recommendation on the Joint Local Planning Enforcement Policy (JLPEP) and that this group have regard to the best practice and other examples of published local enforcement policies in that process of review.**

I'm happy to take any questions on this report, either within the meeting or afterwards.

Alastair McCraw.
Chair of Overview & Scrutiny Committee, BDC.
19th January 2021.

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Agenda Item 10a

BABERGH DISTRICT COUNCIL and MID SUFFOLK DISTRICT COUNCIL

TO: Joint Audit and Standards Committee	REPORT NUMBER: JAC/20/3
FROM: Katherine Steel, Assistant Director, Corporate Resources	DATE OF MEETING: 30 November 2020
OFFICER: Melissa Evans, Corporate Manager Finance and Commissioning & Procurement Sue Palmer, Senior Finance Business Partner	KEY DECISION REF NO. N/A

HALF YEAR REPORT ON TREASURY MANAGEMENT 2020/21

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 first six months of the financial year 2020/21.
- 1.2 The report specifically sets out the performance of the treasury management function, the effects of the decisions taken, and the transactions executed during the first six months of 2020/21 and any circumstances of non-compliance with the Councils' treasury management policy statement and treasury management practices.

2. OPTIONS CONSIDERED

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

3. RECOMMENDATION TO BOTH COUNCILS

- 3.1 That the Treasury Management activity for the first six months of 2020/21 as set out in this report and Appendices be noted.
- 3.2 That it be noted that both Councils' Treasury Management activity for the first six months of 2020/21 was in accordance with the approved Treasury Management Strategy, and that the Council has complied with all the Treasury Management Indicators for this period.

REASON FOR DECISION

It is a requirement of the Code of Practice on Treasury Management that full Council notes the Half-Year position.

4. KEY INFORMATION

- 4.1 The 2020/21 Treasury Management Strategy for both Councils was approved in February 2020.
- 4.2 The Strategy and activities are affected by several 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 first six months of 2020/21.
- 4.3 The Joint Treasury Management outturn report for 2019/20 was presented to Members at the Joint Audit and Standards Committee on 11 August 2020.
- 4.4 The Section 151 Officer is pleased to report that all treasury management activities undertaken in the first half of the year complied fully with the CIPFA Code of Practice and the Councils' approved Treasury Management Strategy.
- 4.5 The Treasury Management Indicators aim to ensure that the capital investments of local authorities are affordable, prudent and sustainable and that treasury management decisions are taken in accordance with good professional practice.
- 4.6 Appendix D shows the position on key Treasury Management Indicators for the first six months of 2020/21.
- 4.7 The following key points relating to activity for the first half of the year are set out below:
- In a relatively short period since the onset of the COVID-19 pandemic in March and the ensuing enforced lockdown in many jurisdictions, the global economic fallout has been sharp and large. Market reaction was extreme with large falls in equities, corporate bond markets and, to some extent, real estate echoing lockdown-induced paralysis and the uncharted challenges for governments, business and individuals.
 - UK labour market data for the three months to July 2020 showed wages fell in real terms by 1.8% while the unemployment rate had increased to 4.1%, with an expected peak of between 8% and 9%, when the furlough scheme came to an end in October. This is now likely to be revised, following the extension of the scheme to 31 March 2021.
 - GDP growth contracted by a massive 19.8% in Q2 2020 (April-June) according to the Office for National Statistics, pushing the annual growth rate down to -21.5%.
 - The Bank of England maintained the official Bank Rate at 0.1%.
 - The headline rate of UK Consumer Price Inflation (CPI) fell to 0.2% year on year in August, further below the Bank of England's 2% target,
 - Investment of surplus funds - As market conditions, credit ratings and bank ring-fencing have changed during the year, institutions that the Councils invest with and the period of the investments have been reviewed.
 - Credit risk scores were within the benchmark A- credit ratings.
 - Babergh's debt reduced by £6.5m, due to repayments made on long term PWLB loans and by repaying short-term local authority loans.

- Mid Suffolk’s overall debt reduced by £17.08m, due to making repayments on long term PWLB loans and by replacing medium/longer term local authority loans with short term loans.
- Both reductions reflect the overall impact of Covid19 on general income and expenditure activity. Cashflows improved, at the beginning of the year, when additional government grants were received in advance, (to pass on to small and medium sized businesses), and during the period by delayed expenditure on capital projects.

4.8 Money market funds, short-term deposits and call accounts are used to make short term investments on a daily basis.

4.9 Appendix A sets out the issues that are impacting on current and future treasury management activity.

5. LINKS TO JOINT CORPORATE PLAN

5.1 Ensuring that the Councils have the resources available underpins the ability to achieve the priorities set out in the Joint Corporate Plan.

6. FINANCIAL IMPLICATIONS

6.1 As outlined in this report and appendices.

7. LEGAL IMPLICATIONS

7.1 The legal status of the Treasury Management Code derives in England from regulations issued under the Local Government Act 2003 (the 2003 Act).

7.2 Local authorities are required by regulation to have regard to the Prudential Code when carrying out their duties under Part 1 of the 2003 Act.

7.3 The latest statutory guidance on local government investments was issued under section 15(1)(a) of the 2003 Act and effective for financial years commencing on or after 1 April 2018. Under that section local authorities “shall have regard to such guidance as the Secretary of State may issue”.

8. RISK MANAGEMENT

8.1 This report is most closely linked with the Councils’ Significant Risk Register, Risk no.13. “We may be unable to respond in a timely and effective way to financial demands”.

8.2 The key risks are set out below:

Risk Description	Likelihood	Impact	Mitigation Measures
If the Councils lose the investments this will impact on their ability to deliver services.	Highly Unlikely (1)	Bad (3)	Strict lending criteria for high credit rated institutions.

Risk Description	Likelihood	Impact	Mitigation Measures
If the Councils achieve a poorer return on investments than planned, there will be fewer resources available to deliver services.	Probable (3)	Noticeable (2)	Focus is on security and liquidity, and careful cash flow management in accordance with the TM Strategy is undertaken throughout the year.
If the Councils have liquidity problems, then they will be unable to meet their short-term liabilities.	Unlikely (2)	Noticeable (2)	As above.

9. CONSULTATIONS

9.1 Regular meetings have taken place with the Councils' Treasury advisors, Arlingclose, who also provide important updates 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 All Council activities will need to be reviewed as part of the work of the Climate Change Task Group and have regard to the Councils' ambition to be carbon neutral by 2030.

11.2 Both Councils have joined Arlingclose's ESG and Responsible Investment Service. This will provide advice for ESG integration in the Councils' investment portfolios.

12. APPENDICES

Title	Location
(a) Background, Economy and Outlook	Appendix A
(b) Borrowing Strategy	Appendix B
(c) Investment Activity	Appendix C
(d) Treasury Management indicators	Appendix D
(e) Glossary of Terms	Appendix E

13. BACKGROUND DOCUMENTS

- 13.1 CIPFA's Code of Practice on Treasury Management ("the Code").
- 13.2 Joint Treasury Management Strategy 2020/21 (Paper JAC/19/13).

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Background, Economy and Outlook

1. Introduction

- 1.1 In February 2012 both 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 treasury management half year and annual reports.
- 1.2 The Joint Treasury Management Strategy for 2020/21 was approved at both full Councils in February 2020. Both 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.
- 1.3 The 2017 Prudential Code includes a requirement for local authorities to provide a Capital Strategy, a summary document approved by full Council covering capital expenditure and financing, treasury management and non-treasury investments. The Councils' Capital Strategy, for the financial year 2020/21, complying with CIPFA's Code requirement, was approved by both full Councils in February 2020.
- 1.4 The Statutory Guidance on Local Government Investments (MHCLG, 2018) requires local authorities to produce an investment strategy, covering investments that are not part of treasury management activity. The Councils' Investment Strategy, for the financial year 2020/21, was also approved by both full Councils in February 2020.

2. External Context

2.1 Economic background:

- 2.1.1 The spread of the coronavirus pandemic dominated during the first six months of the financial year as countries around the world tried to manage the delicate balancing act of containing transmission of the virus while easing lockdown measures and getting their populations and economies working again.
- 2.1.2 After a relatively quiet few months of Brexit news it was back in the headlines towards the end of the period as agreement between the UK and EU on a trade deal was looking difficult and the government came under fire, both at home and abroad, as it tried to pass the Internal Market Bill which could override the agreed Brexit deal, potentially breaking international law.
- 2.1.3 The Bank of England (BoE) maintained Bank Rate at 0.1% and its Quantitative Easing (QE) programme at £745 billion (In November 2020 this was increased to £895 billion). The potential use of negative interest rates was not ruled in or out by BoE policymakers, but then a comment in the September Monetary Policy Committee meeting minutes that the central bank was having a harder look at its potential impact than was previously suggested took financial markets by surprise.

- 2.1.4 Government initiatives continued to support the economy, with the furlough (Coronavirus Job Retention) scheme keeping almost 10 million workers in jobs, grants and loans to businesses and 100 million discounted meals being claimed during the 'Eat Out to Help Out' (EOHO) offer.
- 2.1.5 GDP growth contracted by a massive 19.8% (revised from first estimate -20.4%) in Q2 2020 (Apr-Jun) according to the Office for National Statistics, pushing the annual growth rate down to -21.5% (first estimate -21.7%). Construction output fell by 35% over the quarter, services output by almost 20% and production by 16%. Recent monthly estimates of GDP have shown growth recovering, with the latest rise of almost 7% in July, but even with the two previous monthly gains this still only makes up half of the lost output.
- 2.1.6 The headline rate of UK Consumer Price Inflation (CPI) fell to 0.2% year on year in August, further below the Bank of England's 2% target, with the largest downward contribution coming from restaurants and hotels influenced by the EOHO scheme. The Office for National Statistics' preferred measure of CPIH which includes owner-occupied housing was 0.5% year on year.
- 2.1.7 In the three months to July, labour market data showed the unemployment rate increased from 3.9% to 4.1% while wages fell 1% for total pay in nominal terms (0.2% regular pay) and was down 1.8% in real terms (-0.7% regular pay). Despite only a modest rise in unemployment over the period, the rate was expected to pick up sharply when the furlough scheme was due to end in October. On the back of this, the BoE forecast unemployment was predicted to peak between 8% and 9%. This forecast may now be revised, as the furlough scheme has since been extended to 31 March 2021.
- 2.1.8 The US economy contracted at an annualised rate of 31.7% in Q2 2020 (Apr-Jun). The Federal Reserve maintained the Fed Funds rate at between 0% and 0.25% but announced a change to its inflation targeting regime. The move is to a more flexible form of average targeting which will allow the central bank to maintain interest rates at low levels for an extended period to support the economy even when inflation is 'moderately' above the 2% average target, particularly given it has been below target for most of the last decade.
- 2.1.9 The European Central Bank maintained its base rate at 0% and deposit rate at -0.5%.

2.2 Financial markets:

- 2.2.1 Equity markets continued their recovery, with the Dow Jones climbing to not far off its pre-crisis peak, albeit that performance being driven by a handful of technology stocks including Apple and Microsoft, with the former up 75% in 2020. The FTSE 100 and 250 have made up around half of their losses at the height of the pandemic in March. Central bank and government stimulus packages continue to support asset prices, but volatility remains.

2.2.2 Ultra-low interest rates and the flight to quality continued, keeping gilts yields low but volatile over the period with the yield on some short-dated UK government bonds remaining negative. The 5-year UK benchmark gilt yield started and ended the June–September period at -0.06% (with much volatility in between). The 10-year gilt yield also bounced around, starting at 0.21% and ending at 0.23% over the same period, while the 20-year rose from 0.56% to 0.74%. 1-month, 3-month and 12-month bid rates averaged 0.02%, 0.06% and 0.23% respectively over the period.

2.2.3 At the end of September, the yield on 2-year US treasuries was around 0.13% while that on 10-year treasuries was 0.69%. German bund yields remain negative across most maturities.

2.3 Credit background:

2.3.1 Credit Default Swap spreads eased over most of the period but then started to pick up again through September. In the UK, the spreads between ringfenced and non-ringfenced entities remains, except for retail bank Santander UK whose CDS spread remained elevated and the highest of those we monitor at 85bps while Standard Chartered was the lowest at 41bps. The ringfenced banks are currently trading between 45 and 50bps.

2.3.2 After a busy second quarter of the calendar year, the subsequent period has been relatively quiet for credit changes for the names on our counterparty list. Fitch assigned a AA- deposit rating to Netherlands lender Rabobank with a negative outlook and prior to that, while not related to our counterparty list but quite significant, revised the outlook on the US economy to Negative from Stable while also affirming its AAA rating.

2.3.3 There continues to remain much uncertainty around the extent of the losses banks and building societies will suffer due to the impact from the coronavirus pandemic and for the UK institutions on our list there is the added complication of the end of the Brexit transition period on 31st December and what a trade deal may or may not look like. The institutions on Arlingclose's counterparty list and recommended duration remain under constant review, but at the end of the period no changes had been made to the names on the list or the recommended maximum duration of 35 days.

3 Outlook for the remainder of 2020/21:

3.1 The medium-term global economic outlook is weak. While the strict initial lockdown restrictions have eased, coronavirus has not been suppressed and second waves have prompted more restrictive measures on a regional and national basis. This ebb and flow of restrictions on normal activity will continue for the foreseeable future, at least until an effective vaccine is produced and importantly, distributed.

3.2 The global central bank and government responses have been significant and are in many cases on-going, maintaining more stable financial, economic and social conditions than otherwise. This has supported a sizeable economic recovery in Q3.

- 3.3 However, the scale of the economic shock to demand, on-going social distancing measures, regional lock downs and reduced fiscal support will mean that the subsequent pace of recovery is limited. Early signs of this are already evident in UK monthly GDP and Purchasing Managers' Index (PMI) data, even before the latest restrictions.
- 3.4 This situation will result in central banks maintaining low interest rates for the medium term. In the UK, Brexit is a further complication. Bank Rate is therefore likely to remain at low levels for a very long time, with a distinct possibility of being cut to zero. Money markets have priced in a chance of negative Bank Rate.
- 3.5 Longer-term yields will also remain depressed, anchored by low central bank policy rates, expectations for potentially even lower rates and insipid inflation expectations. There is a chance yields may follow a slightly different path in the medium term, depending on investor perceptions of growth and inflation, or if the UK leaves the EU without a deal.
- 3.6 The Councils' treasury advisor, Arlingclose, expects Bank Rate to remain at the current 0.10% level. Additional monetary loosening with further financial asset purchases (QE) has already been announced in November 2020. While Arlingclose's central case for Bank Rate is no change from the current level of 0.1%, further cuts to Bank Rate to zero or even into negative territory cannot be completely ruled out.
- 3.7 Gilt yields are expected to remain very low in the medium term. Shorter-term gilt yields are currently negative and will remain around zero or below until either the Bank of England expressly rules out negative Bank Rate or growth/inflation prospects improve.
- 3.8 Downside risks remain in the near term, as the Government dials down its fiscal support measures, reacts to the risk of a further escalation in infection rates and the Brexit transition period comes to an end.
- 3.9 Arlingclose – Forecast rates

	Dec-20	Mar-21	Jun-21	Sep-21	Dec-21	Mar-22	Jun-22	Sep-22	Dec-22	Mar-23	Jun-23	Sep-23	Dec-23
Official Bank Rate													
Upside risk	0.00	0.00	0.00	0.15	0.15	0.15	0.15	0.30	0.30	0.30	0.30	0.30	0.30
Arlingclose Central Case	0.10												
Downside risk	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50

4 Local Context

- 4.1 On 31 March 2020, Babergh had a net borrowing requirement of £102m and Mid Suffolk had a net borrowing requirement of £111m arising from revenue and capital income and expenditure.
- 4.2 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 are summarised in Table 1 that follows.

4.3 Table 1: Balance Sheet Summary

Balance Sheet Summary	31.03.20 Babergh £m	31.03.20 Mid Suffolk £m
General Fund CFR	51.680	75.691
HRA CFR	89.585	87.359
Total CFR	141.265	163.050
(Less): Usable reserves	(34.941)	(48.456)
(Less) / Add: Working capital	(4.164)	(3.285)
Net borrowing requirement	102.160	111.309

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

4.4 The treasury management position on 30 September 2020 and the change during the half year is show in Table 2 that follows.

4.5 Table 2: Treasury Management Summary

Babergh	31.03.20 Balance £m	Movement £m	30.09.20 Balance £m	30.09.20 Rate %
Long-term borrowing	96.023	(0.516)	95.507	3.18%
Short-term borrowing	16.500	(6.000)	10.500	0.67%
Total borrowing	112.523	(6.516)	106.007	
Long-term investments	11.214	(0.048)	11.166	3.59%
Short-term investments	2.000	(2.000)	0.000	0.21%
Cash and Cash equivalents	1.383	0.136	1.519	0.04%
Total Investments	14.597	(1.912)	12.685	
Net borrowing	97.926		93.322	

Mid Suffolk	31.03.20 Balance £m	Movement £m	30.09.20 Balance £m	30.09.20 Rate %
Long-term borrowing	110.939	(11.681)	99.258	2.82%
Short-term borrowing	24.400	(5.400)	19.000	0.96%
Total borrowing	135.339	(17.081)	118.258	
Long-term investments	11.215	(0.053)	11.162	3.40%
Short-term investments	6.000	(5.100)	0.900	0.20%
Cash and Cash equivalents	4.450	(2.264)	2.186	0.03%
Total Investments	21.665	(7.417)	14.248	
Net borrowing	113.674		104.010	

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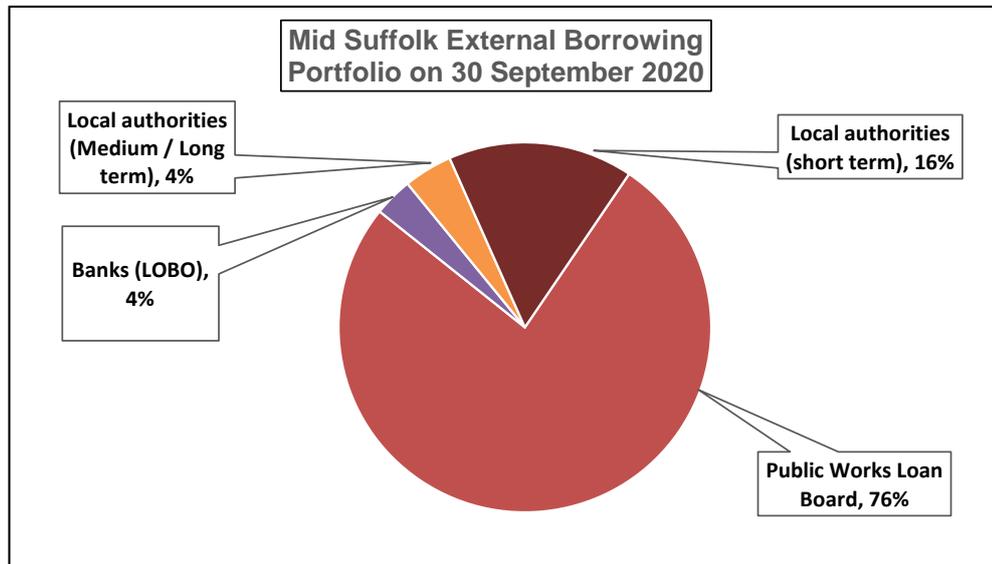
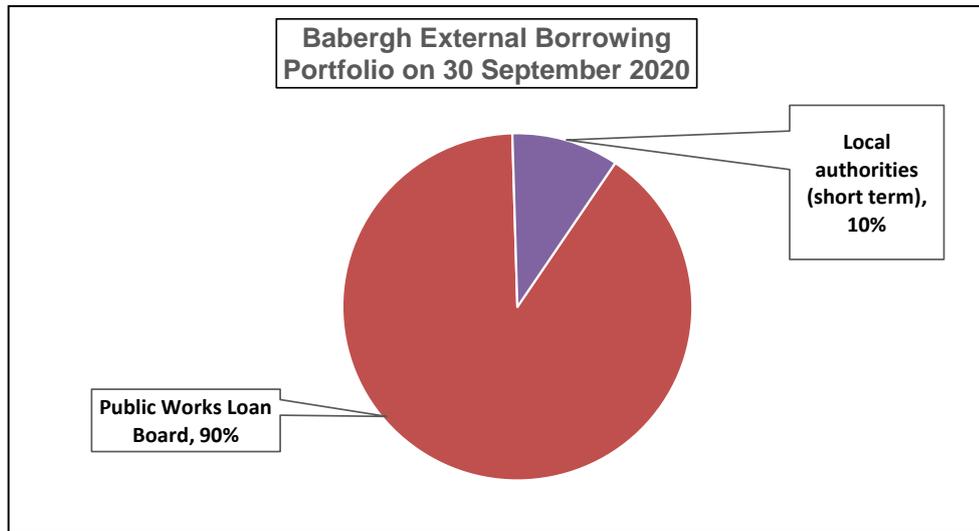
1 Borrowing Strategy

- 1.1 On 30 September 2020 Babergh held £106m of loans, a decrease of £6.5m and Mid Suffolk held £118m of loans, a decrease of £17m since 31 March 2020.
- 1.2 Babergh has reduced net overall borrowing by making repayments on long term Public Works Loan Board (PWLB) loans and by repaying short-term local authority loans.
- 1.3 Mid Suffolk has reduced net overall borrowing by making repayments on long term PWLB loans and by repaying both medium/longer term and short-term local authority loans.
- 1.4 The borrowing position on 30 September 2020 is shown in Table 3 that follows.
- 1.5 **Table 3: Borrowing Position**

Babergh	31.03.20 Balance	Movement	30.09.20 Balance	30.09.20 Weighted Average Rate
	£m	£m	£m	%
Public Works Loan Board	96.023	(0.516)	95.507	3.18%
Local authorities (short term)	16.500	(6.000)	10.500	0.67%
Total borrowing	112.523	(6.516)	106.007	

Mid Suffolk	31.03.20 Balance	Movement	30.09.20 Balance	30.09.20 Weighted Average Rate
	£m	£m	£m	%
Public Works Loan Board	90.939	(0.681)	90.258	3.26%
Banks (LOBO)	4.000	0.000	4.000	4.21%
Local authorities (Medium / Long term)	16.000	(11.000)	5.000	1.00%
Local authorities (short term)	24.400	(5.400)	19.000	0.96%
Total borrowing	135.339	(17.081)	118.258	

1.6 Table 3 - Charts - The Councils' Borrowing Portfolios on 30 September 2020:



- 1.7 The Councils' chief 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 the secondary objective of having flexibility to renegotiate loans should the Councils' long-term plans change.
- 1.8 With short-term interest rates remaining much lower than long-term rates, the Councils considered it more cost effective in the near term to use internal resources or short-term loans instead.
- 1.9 The impact of Covid19 has caused delays in the Councils' capital expenditure plans which has resulted in a temporary lower funding requirement.

- 1.10 The Treasury Management Strategy shows that both Councils have increasing CFRs and estimated net borrowing requirements which are for further expenditure on CIFCO Ltd and Gateway 14 Ltd.
- 1.11 The Councils' borrowing decisions are not predicated on any one outcome for interest rates and a balanced portfolio of short and long-term borrowing was maintained.
- 1.12 The Councils did not take out any new medium or long-term borrowing in the period.
- 1.13 PWLB funding margins have lurched quite substantially and there remains a strong argument for diversifying funding sources, particularly if rates can be achieved on alternatives which are below gilt yields plus 0.80%, i.e. the PWLB HRA borrowing rate. The Councils will evaluate and pursue these lower cost solutions and opportunities with its treasury advisor, Arlingclose.
- 1.14 LOBO loans: Mid Suffolk continues to hold £4m of LOBO (Lender's Option Borrower's Option) loans 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. No banks exercised their option during the first half of 2020/21.

2 Borrowing Update

- 2.1 On 9 October 2019, the PWLB raised the cost of certainty rate borrowing to 1.8% above UK gilt yields making it relatively expensive. Market alternatives are available; however, the financial strength of individual authorities will be scrutinised by investors and commercial lenders.
- 2.2 The Chancellor's March 2020 Budget statement included significant changes to PWLB policy and launched a wide-ranging consultation on the PWLB's future direction. Announcements included a reduction in the margin on new Housing Revenue Account (HRA) loans to 0.80% above equivalent gilt yields. The value of this discount is 1% below the rate at which the Councils usually borrow from the PWLB. £1.15bn of additional "infrastructure rate" funding at gilt yields plus 0.60% has been made available to support specific local authority infrastructure projects for England, Scotland and Wales for which there is a bidding process.
- 2.3 The consultation titled "Future Lending Terms" allows stakeholders to contribute to developing a system whereby PWLB loans can be made available at improved margins to support qualifying projects. It contains proposals to allow authorities that are not involved in "debt for yield" activity to borrow at lower rates as well as stopping local authorities using PWLB loans to buy commercial assets primarily for yield. The consultation also broaches the possibility of slowing, or stopping, individual authorities from borrowing large sums in specific circumstances.
- 2.4 Both Councils responded to the consultation, which closed on 31 July 2020, with the announcement and implementation of the revised lending terms expected in the latter part of this calendar year or early next year.

Appendix B cont'd

- 2.5 Municipal Bonds Agency (MBA): The MBA revised its standard loan terms and framework agreement. Guarantees for the debt of other borrowers are now proportional and limited and a requirement to make contribution loans in the event of a default by a borrower has been introduced. The agency has issued 5-year floating rate and 40-year fixed rate bonds in 2020, in both instances Lancashire County Council is the sole borrower and guarantor.
- 2.6 If the Councils intend future borrowing through the MBA, they will first ensure that they have thoroughly scrutinised the legal terms and conditions of the arrangement and are satisfied with them.

1 Treasury Investment Activity

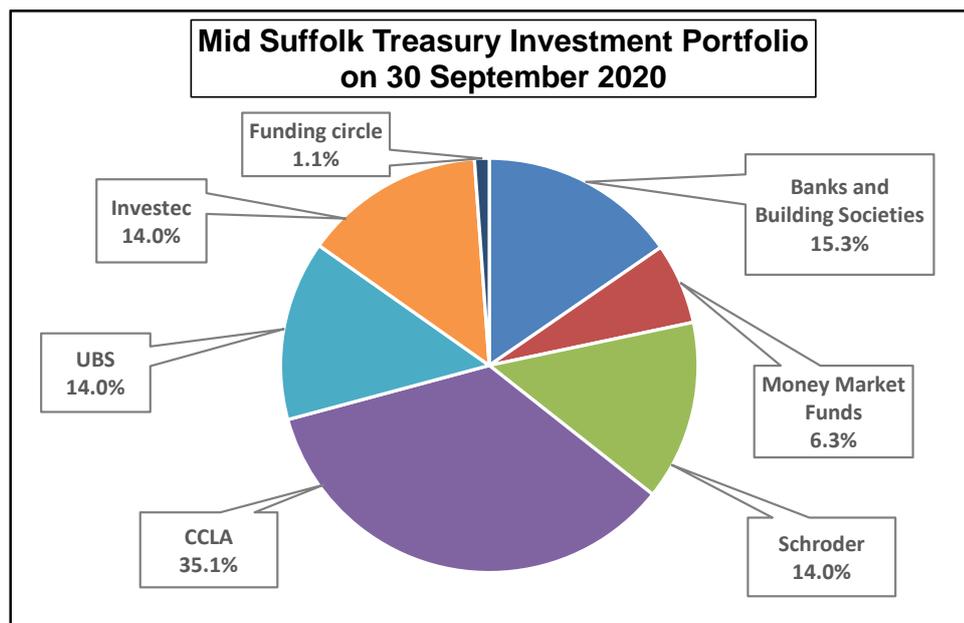
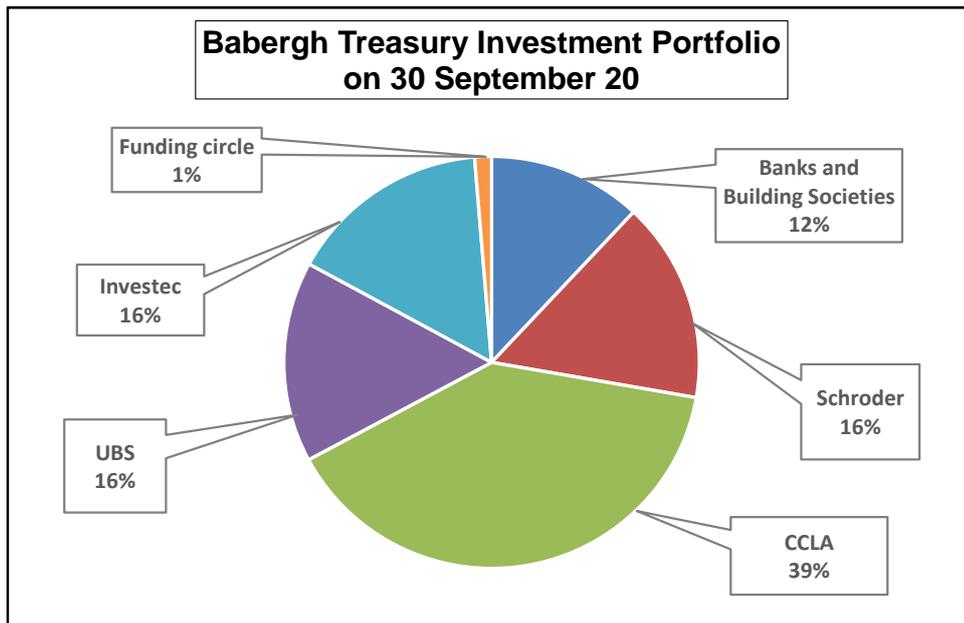
- 1.1 On 1 April 2020 both Councils received central government funding to support small and medium businesses during the coronavirus pandemic through grant schemes. Babergh received £24.5m and Mid Suffolk received £21.7m, which was temporarily invested in short-dated, liquid instruments such as Money Market Funds. By the end of September £22.8m was disbursed by Babergh and £20.1m by Mid Suffolk.
- 1.2 Babergh and Mid Suffolk hold invested funds, representing income received in advance of expenditure plus balances and reserves held. During the first half of 2020/21, Babergh's investment balances ranged between £11.9m and £39m. Mid Suffolk's investment balances ranged between £12.7m and £41.3m. These movements are due to timing differences between income and expenditure, in particular, relating to the grant schemes discussed in paragraph 1.1 above.
- 1.3 The investment position and weighted average rates during the first six months of the year is shown in Table 4 that follows. Both Councils withdrew more of their investments in Funding Circle.

1.4 **Table 4: Treasury Investment Position**

Babergh	31.03.20 Balance	Movement	30.09.20 Balance	30.09.20 Weighted Average Rate
	£m	£m	£m	%
Banks and Building Societies	1.383	0.137	1.519	0.01%
Money Market Funds	2.000	(2.000)	0.000	0.21%
Other Pooled Funds	11.214	(0.048)	11.166	3.59%
Total Investments	14.597	(1.911)	12.685	

Mid Suffolk	31.03.20 Balance	Movement	30.09.20 Balance	30.09.20 Weighted Average Rate
	£m	£m	£m	%
Banks and Building Societies	1.450	0.735	2.186	0.01%
Money Market Funds	6.000	(5.100)	0.900	0.20%
Other Pooled Funds	11.215	(0.053)	11.162	3.40%
DMADF	3.000	(3.000)	0.000	0.06%
Total Investments	21.666	(7.418)	14.248	

1.5 The Councils' Investment Portfolios on 30 September 2020:



- 1.6 Both the CIPFA Code and government guidance requires the Councils to invest their funds prudently, and to have regard to the security and liquidity of their treasury investments before seeking the optimum rate of return, or yield. The Councils' objective 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.
- 1.7 Continued downward pressure on short-dated cash rate brought net returns on sterling low volatility net asset value money market funds (LVNAV MMFs) close to zero even after some managers have temporarily lowered their fees. At this stage net negative returns are not the central case of most MMF managers over the short-term, and fee waivers should maintain positive net yields, but the possibility cannot be ruled out.

- 1.8 On 25 September the overnight, 1- and 2-week deposit rates on the government's Debt Management Account Deposit Facility (DMADF) deposits dropped below zero percent to -0.03%, the rate was 0% for 3-week deposits and 0.01% for longer maturities.
- 1.9 The return on Money Market Funds net of fees also fell over the six months and for many funds net returns range between 0% and 0.1%. In many instances, the fund management companies have temporarily lowered or waived fees to maintain a positive net return.
- 1.10 Neither Council made further investments in strategic pooled funds (e.g. pooled property, multi asset and equity funds) but continued reducing their investments in Funding Circle.
- 1.11 The average rate of return is significantly higher than the comparable average returns of Arlingclose's other clients, as shown in Table 5 that follows. The progression of risk and return metrics are shown in the extracts from Arlingclose's quarterly investment benchmarking.

1.12 **Table 5: Investment Benchmarking – Treasury investments managed in-house**

Babergh	Credit Score	Credit Rating	Bail-in Exposure	Weighted Average Maturity (days)	Rate of Return
31.03.2020	4.61	A+	96%	40	3.78%
30.06.2020	4.89	A+	96%	35	3.68%
30.09.2020	5.17	A+	92%	77	3.91%
Similar LAs	4.15	AA-	65%	51	1.31%
All LAs	4.16	AA-	64%	18	0.90%

Mid Suffolk	Credit Score	Credit Rating	Bail-in Exposure	Weighted Average Maturity (days)	Rate of Return
31.03.2020	4.25	AA-	98%	19	2.83%
30.06.2020	4.49	AA-	98%	16	2.72%
30.09.2020	4.72	A+	96%	41	3.44%
Similar LAs	4.15	AA-	65%	51	1.31%
All LAs	4.16	AA-	64%	18	0.90%

- 1.13 Bail-in involves the shareholders and creditors of a failing financial institution meeting the costs, instead of the government. Babergh and Mid Suffolk have a higher proportion of investments in strategic pooled funds compared to total investments, so their bail-in exposure is proportionately higher than the local authorities in Arlingclose's benchmarking group. Babergh and Mid Suffolk have chosen to adopt a strategy of generating higher returns by investing funds available in banks and strategic pooled funds.

- 1.14 Each Council has £11.2m of externally managed strategic pooled equity, property and multi assets funds where short-term security and liquidity are lesser considerations and the primary objectives instead are regular revenue income and long-term price stability. Since the date of the initial investments, these have generated a total income return, used to support service provision, of £2.13m for Babergh and £1.98m for Mid Suffolk. Both Councils have achieved an average rate of return for the period of 4.8%.
- 1.15 These pooled 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 are regularly reviewed. Strategic fund investments are made in the knowledge that capital values will move both up and down on months, quarters and even years, but with the confidence that over a three to five-year period total returns will exceed cash interest rates. Investment in these funds has been maintained during the first six months of the year.
- 1.16 Since 2018/19, the International Financial Reporting Standards for pooled funds states that changes in valuations must be taken through the Comprehensive Income and Expenditure Statement. The MHCLG has granted a statutory override until 2022/23 so these changes will have no impact on the "bottom line" until 2023/24.
- 1.17 It is intended to set aside any increases in valuation to a reserve to mitigate future potential losses. These pooled funds are long term investments and the Councils would not sell the units whilst their value was less than the original investment.
- 1.18 **Readiness for Brexit:** As the end of the period of transition to exit the EU approaches (31 December 2020) and there is still uncertainty about a trade deal, the Councils will ensure there are enough accounts open at UK domiciled banks and Money Market Funds to hold sufficient liquidity required in the near term and that their accounts with the government's Debt Management Account Deposit Facility (DMADF) remains available for use in an emergency.

2 Long Term investments – Pooled Fund Performance

- 2.1 In a relatively short period since the onset of the COVID-19 pandemic in March and the ensuing enforced lockdown in many jurisdictions, the global economic fallout has been sharp and large. Market reaction was extreme with large falls in equities, corporate bond markets and, to some extent, real estate echoing lockdown-induced paralysis and the uncharted challenges for governments, business and individuals.
- 2.2 Both Councils are invested in equity, multi-asset and property funds. The falls in the capital values of the underlying assets, in particular equities were reflected in the 31 March 2020 fund valuations with both funds registering negative capital returns over the 12-month period. Since 31 March there has been improvement in market sentiment which has been reflected in an increase or a stabilising of capital values of the multi-asset income funds and equity income funds in the Councils' portfolios. The capital value of the property fund is below that on 31 March. Market values of all the pooled funds on 31 March and 30 September 2020 are as shown in Table 6 that follows.

2.3 Similar to many other property funds, dealing (i.e. buying or selling units) in the CCLA Local Authority Property Fund was suspended by the fund in March 2020. The relative infrequency of property transactions in March as the pandemic intensified meant that it was not possible for valuers to be confident that their valuations correctly reflected prevailing conditions. To avoid material risk of disadvantage to buyers, sellers and holders of units in the property fund, the management company was obliged to suspend transactions until the required level of certainty is re-established. The dealing suspension was lifted in September 2020. There has also been a change to redemption terms for the CCLA Local Authorities Property Fund; from September 2020 investors are required to give at least 90 calendar days' notice for redemptions.

2.4 The Councils' objective is to retain these investments in pooled funds to generate an income return. These are long-term investments and would only be redeemed when capital growth had been achieved. Table 6 that follows is a summary of performance by fund from initial investment date until the most recent return valuation available and details of interest received.

2.5 **Table 6: Pooled Fund Performance**

2.5.1 Both Councils invested £5m each into the CCLA Local Authority Property Fund. Babergh purchased 1.657m units on 31 August 2015 and Mid Suffolk 1.632m units on 29 October 2015. The valuations are based on the number of units owned.

2.5.2 **Table 6.1 CCLA Performance**

CCLA	Babergh				
	31.3.19 Balance £m	2019/20 Movement £m	31.3.20 Balance £m	6 months Movement £m	30.9.20 Balance £m
Amount invested	5.000		5.000		5.000
Investment Valuation	5.004	(0.179)	4.825	(0.201)	4.624
Cumulative Net Interest received from date of initial investment	0.798	0.217	1.014	0.098	1.112
Annual Performance					
Net Interest received in year	0.216		0.217		0.098
Average Rate of Return for year	4.32%		4.35%		3.91%

CCLA	Mid Suffolk				
	31.3.19 Balance £m	2019/20 Movement £m	31.3.20 Balance £m	6 months Movement £m	30.9.20 Balance £m
Amount invested	5.000		5.000		5.000
Investment Valuation	4.927	(0.176)	4.750	(0.198)	4.553
Cumulative Net Interest received from date of initial investment	0.752	0.213	0.965	0.096	1.061
Annual Performance					
Net Interest received in year	0.213		0.215		0.096
Average Rate of Return for year	4.27%		4.30%		3.82%

2.5.3 Both Councils invested £2m each into the Schroder Income Maximiser Fund on 10 February 2017.

2.5.4 **Table 6.2 Schroder Performance**

Schroder Maximiser Fund	Babergh				
	31.3.19 Balance £m	2019/20 Movement £m	31.3.20 Balance £m	6 months Movement £m	30.9.20 Balance £m
Amount invested	2.000		2.000		2.000
Investment Valuation	1.876	(0.624)	1.253	(0.052)	1.200
Cumulative Net Interest received from date of initial investment	0.317	0.143	0.460	0.047	0.507
Annual Performance					
Net Interest received in year	0.144		0.143		0.047
Average Rate of Return for year	7.20%		7.16%		4.68%

Schroder Maximiser Fund	Mid Suffolk				
	31.3.19 Balance £m	2019/20 Movement £m	31.3.20 Balance £m	6 months Movement £m	30.9.20 Balance £m
Amount invested	2.000		2.000		2.000
Investment Valuation	1.876	(0.624)	1.253	(0.052)	1.200
Cumulative Net Interest received from date of initial investment	0.317	0.143	0.460	0.047	0.507
Annual Performance					
Net Interest received in year	0.144		0.143		0.047
Average Rate of Return for year	7.20%		7.16%		4.68%

2.5.5 Babergh invested £2m in the UBS Multi Asset Income Fund on 26 November 2015, whilst Mid Suffolk invested £2m on 28 March 2017.

2.5.6 **Table 6.3 UBS Performance**

UBS	Babergh				
	31.3.19 Balance £m	2019/20 Movement £m	31.3.20 Balance £m	6 months Movement £m	30.9.20 Balance £m
Amount invested	2.000		2.000		2.000
Investment Valuation	1.899	(0.242)	1.657	0.122	1.778
Cumulative Net Interest received from date of initial investment	0.274	0.089	0.363	0.044	0.407
Annual Performance					
Net Interest received in year	0.082		0.089		0.044
Average Rate of Return for year	4.09%		4.43%		4.43%

UBS	Mid Suffolk				
	31.3.19 Balance £m	2019/20 Movement £m	31.3.20 Balance £m	6 months Movement £m	30.9.20 Balance £m
Amount invested	2.000		2.000		2.000
Investment Valuation	1.896	(0.242)	1.654	0.121	1.775
Cumulative Net Interest received from date of initial investment	0.178	0.090	0.268	0.044	0.313
Annual Performance					
Net Interest received in year	0.082		0.090		0.044
Average Rate of Return for year	4.08%		4.52%		4.42%

2.5.7 Both Councils invested £2m each into the Investec Diversified Income Fund on 24 May 2019. This fund aims to provide monthly income with the opportunity for long-term capital growth, investing in equities, fixed income investments (e.g. corporate or government bonds) as well as cash and money market funds.

2.5.8 Table 6.4 Investec Performance

Investec	Babergh				
	31.3.19 Balance £m	2019/20 Movement £m	31.3.20 Balance £m	6 months Movement £m	30.9.20 Balance £m
Amount invested	0.000	2.000	2.000	0.000	2.000
Investment Valuation	0.000	1.815	1.815	0.116	1.931
Cumulative Net Interest received from date of initial investment	0.000	0.062	0.062	0.041	0.103
Annual Performance					
Net Interest received in year			0.062		0.041
Average Rate of Return for year			3.11%		6.18%

Investec	Mid Suffolk				
	31.3.19 Balance £m	2019/20 Movement £m	31.3.20 Balance £m	6 months Movement £m	30.9.20 Balance £m
Amount invested	0.000	2.000	2.000	0.000	2.000
Investment Valuation	0.000	1.815	1.815	0.116	1.931
Cumulative Net Interest received from date of initial investment	0.000	0.062	0.062	0.041	0.103
Annual Performance					
Net Interest received in year			0.062		0.041
Average Rate of Return for year			3.11%		6.18%

2.5.9 Both Councils invested in Funding Circle on 1 November 2015 and has varied the amounts invested since.

2.5.10 Table 6.5 Funding Circle Performance

Funding Circle	Babergh				
	31.3.19 Balance £m	2019/20 Movement £m	31.3.20 Balance £m	6 months Movement £m	30.9.20 Balance £m
Amount Invested - National	0.405	(0.191)	0.214	(0.048)	0.166
Amount Invested - Local	0.025	(0.025)	0.000	0.000	0.000
Total Amount Invested	0.430	(0.216)	0.214	(0.048)	0.166
Bad debts to date	(0.031)	(0.021)	(0.052)	0.002	(0.050)
Accrued Interest	0.022	(0.010)	0.012	(0.009)	0.003
Valuation	0.421	(0.247)	0.174	(0.055)	0.120
Income received	0.099	0.014	0.113	0.004	0.117
Servicing costs	(0.012)	(0.001)	(0.013)	(0.001)	(0.014)
Cumulative Net Interest received from date of initial investment	0.087	0.013	0.100	0.003	0.103
Annual Performance					
Net Interest received in year	0.025		0.013		0.003
Average Rate of Return for year	5.02%		4.83%		3.33%

Funding Circle	Mid Suffolk				
	31.3.19 Balance £m	2019/20 Movement £m	31.3.20 Balance £m	6 months Movement £m	30.9.20 Balance £m
Amount Invested - National	0.398	(0.183)	0.215	(0.053)	0.162
Amount Invested - Local	0.025	(0.025)	0.000	0.000	0.000
Total Amount Invested	0.423	(0.208)	0.215	(0.053)	0.162
Bad debts to date	(0.040)	(0.015)	(0.055)	0.001	(0.054)
Accrued Interest	0.016	(0.005)	0.011	(0.008)	0.003
Valuation	0.399	(0.227)	0.172	(0.060)	0.112
Income received	0.102	0.013	0.115	0.002	0.117
Servicing costs	(0.012)	(0.002)	(0.014)	0.000	(0.014)
Cumulative Net Interest received from date of initial investment	0.090	0.011	0.101	0.002	0.103
Annual Performance					
Net Interest received in year	0.024		0.011		0.002
Average Rate of Return for year	4.78%		4.85%		2.73%

3 Non-Treasury Holdings and Other Investment Activity

- 3.1 The definition of investments in CIPFA's revised Treasury Management Code now covers all the financial assets of the Councils as well as other non-financial assets which the Councils hold primarily for financial return. This is replicated in MHCLG's Investment Guidance, in which the definition of investments is further broadened to include all such assets held partially for financial return.

Investment Property

- 3.2 On 5 August 2016 Babergh purchased Borehamgate Shopping centre in Sudbury for £3.56m. This has been classified as an investment property and on 31 March 2020, it was assessed at Fair Value of £4.07m.

Trading Companies

- 3.3 Babergh holds £3.161m of equity in Babergh Holdings Ltd and Mid Suffolk holds the same in Mid Suffolk Holdings Ltd.
- 3.4 The Capital Investment Fund Company (CIFCO Ltd) is a jointly owned subsidiary of both Babergh Holdings Ltd and Mid Suffolk Holdings Ltd (50% each) and both Councils have loans of £28.445m in CIFCO Ltd. These loans have generated £2.795m (gross) of investment income for each Council since the start of trading.
- 3.5 Mid Suffolk also holds £1.622m of equity and £18.756m of loans in another subsidiary of Mid Suffolk Holdings Ltd, Gateway 14 Ltd, which has generated £1.893m of accrued investment income since 13 August 2018.
- 3.6 Mid Suffolk holds £59k of loans in another subsidiary of Mid Suffolk Holdings Ltd, Mid Suffolk Growth Ltd.
- 3.7 Further details are shown in Table 7 that follows.

3.8 **Table 7: Trading Companies activity**

Babergh	Trading Companies				
	31.3.19	2019/20	31.3.20	6 months	30.9.20
	Balance	Movement	Balance	Movement	Balance
	£m	£m	£m	£m	£m
CIFCO Ltd					
Interest Receivable	0.868	1.242	2.110	0.685	2.795
Interest Payable	(0.129)	(0.316)	(0.445)	(0.147)	(0.592)
Cumulative Net Interest received from date of investments	0.739	0.926	1.665	0.538	2.203

Mid Suffolk	Trading Companies				
	31.3.19	2019/20	31.3.20	6 months	30.9.20
	Balance	Movement	Balance	Movement	Balance
	£m	£m	£m	£m	£m
Interest Receivable					
CIFCO Ltd	0.868	1.242	2.110	0.685	2.795
Gateway 14 Ltd	0.469	0.914	1.383	0.510	1.893
Total Interest Receivable	1.337	2.156	3.493	1.195	4.688
Interest Payable					
CIFCO Ltd	(0.246)	(0.541)	(0.787)	(0.269)	(1.056)
Gateway 14 Ltd	(0.141)	(0.219)	(0.360)	(0.099)	(0.459)
Total Interest Payable	(0.387)	(0.760)	(1.147)	(0.368)	(1.515)
Net Interest					
CIFCO Ltd	0.622	0.701	1.323	0.416	1.739
Gateway 14 Ltd	0.328	0.695	1.023	0.411	1.434
Cumulative Net Interest received from date of investments	0.950	1.396	2.346	0.827	3.173

4 Estimates for investment income and borrowing costs for 2020/21

- 4.1 The corporate world is still adjusting to the economic shock, with probably more to come, and it is still too early to tell which companies will withstand the economic damage in the short- to medium-term or which will choose to conserve cash in very difficult economic conditions simply to survive.
- 4.2 Investment income in the Councils' 2020/21 budget was set against a very different economic backdrop. Bank Rate, which was 0.75% in February 2020, now stands at 0.1%. Interest earned from short-dated money market investments will be significantly lower. In relation to income from the Councils' externally managed strategic funds, dividends and income distributions will ultimately depend on many factors including but not limited to the duration of COVID-19 and the extent of its economic impact, the fund's sectoral asset allocation, securities held/bought/sold and, in the case of equities, the enforced or voluntary dividend cuts or deferral.
- 4.3 The Councils have reviewed expectations for investment income from treasury management activities for 2020/21 and in the quarterly budget monitoring report for Q2 are forecasting reduced income of £82k for Babergh and £83k for Mid Suffolk. Monitoring will be ongoing throughout the year.
- 4.4 Investments relating to non-treasury activities have also been delayed. The borrowing costs, as reported in the quarterly budget monitoring for Q2, are forecast to reduce by £420k for Babergh and £85k for Mid Suffolk. Investment income is also forecast to be lower than budget by £256k for Babergh and £256k for Mid Suffolk.

5 Table 8: Debt Limits

- 5.1 Compliance with the authorised limit and operational boundary for external debt is demonstrated in the table that follows.

Borrowing	Actual Maximum	30.09.20 Actual	2020/21 Operational Boundary	2020/21 Authorised Limit	Complied
Babergh	£108m	£106m	£178m	£193m	✓
Mid Suffolk	£124m	£118m	£194m	£209m	✓

- 5.2 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.

6 Compliance

- 6.1 The Section 151 Officer is pleased to report that all treasury management activities undertaken during the period complied fully with the CIPFA Code of Practice and the Councils' approved Treasury Management Strategy. Compliance with specific investment limits is demonstrated in Table 9 that follows.

6.2 **Table 9: Investment Limits**

Babergh	Actual Maximum	30.09.20 Actual	2020/21 Limit	Complied
Lloyds Bank	£1.899m	£1.519m	£2m	✓
Money market funds	43.31%	0.00%	50%	✓
DMADF	Nil	Nil	No limit	✓
CCLA	£5m	£5m	£5m	✓
UBS	£2m	£2m	£5m	✓
Investec	£2m	£2m	£5m	✓
Schroder	£2m	£2m	£5m	✓
Funding Circle	£0.214m	£0.166m	£1m	✓

Mid Suffolk	Actual Maximum	30.09.20 Actual	2020/21 Limit	Complied
Lloyds Bank	£1.968m	£1.685m	£2m	✓
Barclays Bank	£0.500m	£0.500m	£2m	✓
Money market funds	31.35%	6.32%	50%	✓
DMADF	£3m	Nil	No limit	✓
CCLA	£5m	£5m	£5m	✓
UBS	£2m	£2m	£5m	✓
Investec	£2m	£2m	£5m	✓
Schroder	£2m	£2m	£5m	✓
Funding Circle	£0.215m	£0.162m	£1m	✓

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1 Treasury Management Indicators

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

1.2 **Security:** The Councils have adopted a voluntary measure of exposure to credit risk by monitoring the value-weighted average credit score of their investment portfolios. 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.

Portfolio Average Credit Score	30.09.20 Actual	2020/21 Target	Complied
Babergh	5.17	7.0	✓
Mid Suffolk	4.72	7.0	✓

1.3 **Liquidity:** The Councils have adopted a voluntary measure of exposure to liquidity risk by monitoring the amount they can borrow each period without giving prior notice.

Total sum borrowed in the past 3 months without prior notice	30.09.20 Actual	2020/21 Target	Complied
Babergh District Council	Nil	£5m	✓
Mid Suffolk District Council	Nil	£5m	✓

1.4 **Interest Rate Exposures:** This indicator is set to control the Councils' exposure to interest rate risk. The upper limits on the one-year revenue impact of a 1% rise or fall in interest was:

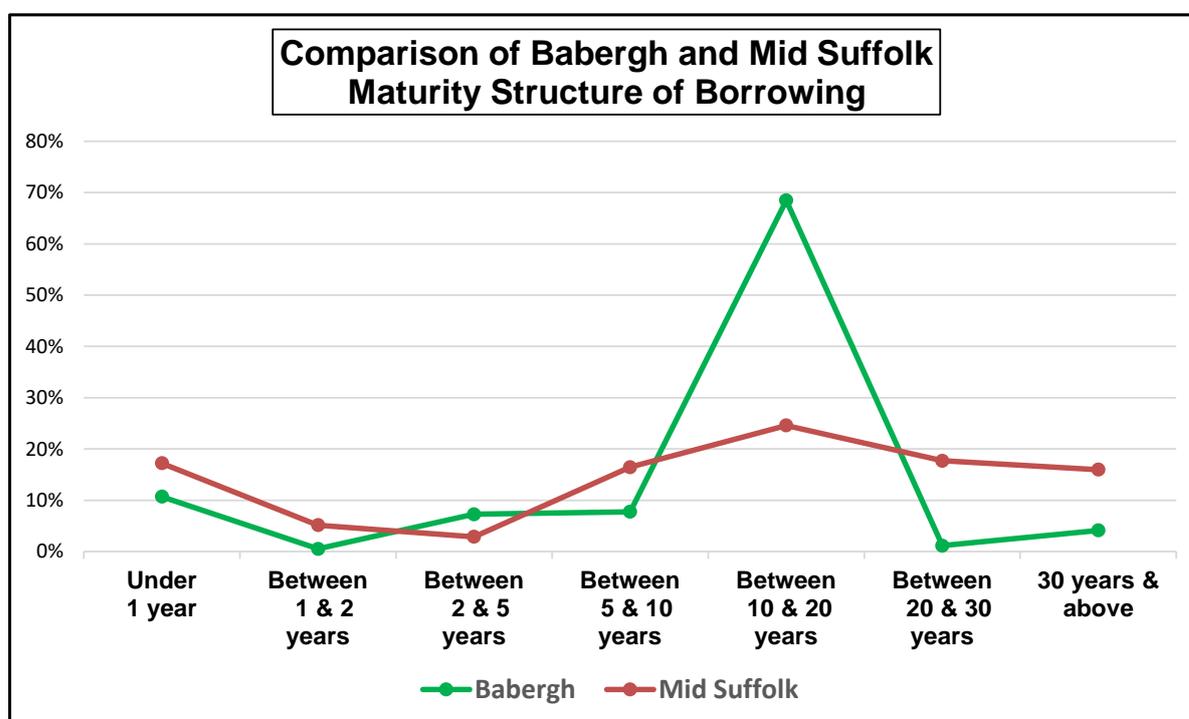
Upper impact on Revenue of a 1% increase in rates	30.09.20 Actual	2020/21 Target	Complied
Babergh District Council	£0.074m	£0.490m	✓
Mid Suffolk District Council	£0.078m	£0.708m	✓

1.5 The impact of a change in interest rates is calculated on the assumption that maturing loans and investment will be replaced at current rates.

1.6 **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 all borrowing are shown in the following table:

1.7 **Table to show Maturity Structure of Borrowing:**

Maturity Structure	Babergh 30.09.20 Actual	Mid Suffolk 30.09.20 Actual	Lower Limit	Upper Limit	Complied
Under 1 year	10.70%	17.23%	0%	50%	✓
Between 1 & 2 years	0.52%	5.16%	0%	50%	✓
Between 2 & 5 years	7.27%	2.88%	0%	50%	✓
Between 5 & 10 years	7.76%	16.46%	0%	100%	✓
Between 10 & 20 years	68.47%	24.59%	0%	100%	✓
Between 20 & 30 years	1.15%	17.70%	0%	100%	✓
30 years & above	4.14%	15.98%	0%	100%	✓

1.8 **Chart to show the Maturity Structure of Borrowing:**

1.9 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.

1.10 **Principal Sums Invested for Periods Longer than a year:** The purpose of this indicator is to control the Councils' exposure to the risk of incurring losses by seeking early repayment of their investments. The limits on the long-term principal sum invested to final maturities beyond the period end were:

Actual Principal invested beyond year end	2020/21	2021/22	2022/23
Babergh Actual	Nil	Nil	Nil
Mid Suffolk Actual	Nil	Nil	Nil
Limit on principal invested beyond year end	£2m	£2m	£2m
Babergh Complied	✓	✓	✓
Mid Suffolk Complied	✓	✓	✓

Glossary of Terms

BPS	Base Points. A unit of percentage measure equal to 0.01%. Basis points are commonly used when discussing changes to interest rates, equity indices, and fixed-income securities.
CDS	Credit Default Swap. In effect, insurance against non-payment. Through a CDS, the buyer can mitigate the risk of their investment by shifting all or a portion of that risk onto an insurance company or other CDS seller in exchange for a periodic fee. In this way, the buyer of a credit default swap receives credit protection, whereas the seller of the swap guarantees the credit worthiness of the debt security.
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.
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 revenue costs are charged for providing, maintaining and managing Council dwellings. These costs are financed by tenants' rents.
Investec	Investec Diversified Income Fund
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.

Appendix E cont'd

MHCLG	A Government department – The Ministry of Housing, Communities and Local Government
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.
Schroder	Schroder Income Maximiser Fund
T Bills	Treasury Bill. A short-term Government Bond.
UBS	UBS Multi Asset Income Fund (UK) – a pooled fund.

Agenda Item 10b

BABERGH DISTRICT COUNCIL

TO: COUNCIL	REPORT NUMBER: BC/20/19
FROM: Joint Overview and Scrutiny Committee	DATE OF MEETING: 19 January 2021
OFFICER: Henriette Holloway Senior Governance Officer	KEY DECISION REF NO. N/A

COUNCIL ARE ASKED TO CONSIDER THE RECOMMENDATIONS BELOW FROM THE JOINT OVERVIEW AND SCRUTINY COMMITTEE HELD ON 23 NOVEMBER 2020

JOS/20/3 REVIEW OF OUTSIDE BODIES

1.	RECOMMENDATIONS
1.1	<p>Joint Overview and Scrutiny Committee recommends to the Councils named that the following appointments to Outside Bodies, no longer requiring representation, be removed from the appointments made, based on the information received.</p> <p>Babergh District Council</p> <p>Babergh Domestic Violence and Abuse Forum East West Rail Consortium Joint Waste Management Board Suffolk Joint Emergency Planning Policy Panel Suffolk Rail Policy Group</p>
1.2	<p>Joint Overview and Scrutiny Committee recommends that both Councils consider withdrawal from the Haven Gateway Partnership as the Committee feels that the Partnership cannot demonstrate Value and relevance.</p>
1.3	<p>That Babergh District Council considers that a Member representative be appointed to Home-Start in line with Mid Suffolk District Council.</p>
1.4	<p>That a reporting mechanism in the form of a template for Representatives on Outside Bodies be established to provide valuable information to Members and Public, the information be presented as part of the annual review of Member Representation on Outside Bodies to the Joint Overview and Scrutiny Committee.</p>
1.5	<p>That support and training be established for Members when appointed as representatives on Outside Bodies.</p>

2. APPENDICES

	Title	Location
A.	Draft Minute – JOS/20/3 Review of Outside Bodies	Attached

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APPENDIX A.

MINUTE FOR JOS/20/3 REVIEW OF OUTSIDE BODIES - JOINT OVERVIEW AND SCRUTINY COMMITTEE 23 NOVEMBER 2020

7 JOS/20/3 REVIEW OF OUTSIDE BODIES

The Chairman invited Jan Robinson, Corporate Manager – Governance and Civic Office to introduce the report JOS/20/3.

- 7.1 The Corporate Manager – Governance and Civic Office outlined the previous review from 2019 of Representation on Outside Bodies.
- 7.2 The current review had been undertaken during the Covid-19 Pandemic, which had caused many outside bodies to delay meetings until now. However, the review had taken into account the responses received from a brief questionnaire forwarded to the Outside Bodies.
- 7.3 She pointed out to Members that they would only be indemnified by the Council for their Council duties and not for any outside duties that Members themselves embarked on.
- 7.4 The Chairman advised that he intended to address each Outside Body for Members' comments, however, there were representations which could only be appointed to by Cabinet member and leaders and those positions would not be discussed at the meeting.
- 7.5 He asked Councillors Welham and Caston, who were representatives on the **East Suffolk Internal Drainage Board** to provide a summary. The Board meet three times a year but undertook work between meetings. The work involved more than drainage and the management of other water related issues were part of the function of the board. Consideration had been made to rename the panel to the East Suffolk Water Management Board.
- 7.6 Councillor Welham stated the representation was useful for the District and for the Councils' involvement in Planning Committees.
- 7.7 Councillor Carter asked if the work of the Drainage Board fed into local groups for the river Gipping and environmental Groups, for the possible contaminants into the Gipping.
- 7.8 Councillor Welham responded that it was unlikely as this was a routine matter and not a contaminant issues.
- 7.9 Councillor McCraw then addressed the **Suffolk Flood Risk Management Scrutiny Sub Committee**. The committee dealt with a variety of matters including future water shortage for Suffolk and East Anglia. The Committee met twice a year and made site visits. Any organisation involved with water issues were part of the Committee.
- 7.10 Councillor Caston added that the Suffolk Flood Risk Management Scrutiny Sub Committee crossed over with the East Suffolk Internal

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MINUTE FOR JOS/20/3 REVIEW OF OUTSIDE BODIES - JOINT OVERVIEW AND SCRUTINY COMMITTEE 23 NOVEMBER 2020

Drainage Board and that it issues included climate changes, planning and sustainable drainage systems, agricultural policies covering flood risk and the allowance to flood area to ensure other areas did not. As a farmer, he found it personally interesting, as the committee addressed a broad area of subjects.

- 7.11 Councillor Ekpenyong asked that since there was a 30% water deficiency in water need in East Anglia, how would water issues be mitigated in relation to housing developments, especially as the Council was under pressure to provide more homes for residents.
- 7.12 Councillor McCraw responded there was a strategic approach to water management and the anticipated water shortage in East Anglia. There were approximately 50 partners involved in a water management partnership to address these issues.
- 7.13 Councillor Caston detailed how work was being undertaken to identify areas suitable for both domestic and industrial developments.
- 7.14 Councillor Welham added that that there was a major shift in water management and efforts were made to identify better ways to retain flood water. Water was a valuable resource now and for the future.
- 7.15 Councillor Ekpenyong responded that it was important that both energy and water resources were taken into consideration to ensure that industrial and domestic developments were sustainable in the future.
- 7.16 Councillor McCraw informed Members that industrial developments ranked third behind domestic and agricultural use in the current water consumption.
- 7.17 In response to Councillor Carter's query regarding being an observer on the Suffolk Flood Risk Management Scrutiny Sub Committee, Councillor McCraw would forward information directly to Councillor Carter.
- 7.18 Councillor Welham explained that the East Suffolk Internal Drainage Board now worked on retaining water instead of directing it to the sea.
- 7.19 The Chairman invited Councillor Gerard Brewster, Cabinet Member for Economy and Mid Suffolk's Representative on the **Haven Gateway Partnership** to provide background information on Partnership.
- 7.20 Councillor Brewster informed Members that it was a cross border project and had been useful in the past, however the Partnership had been attempting to reinvent itself and it now seemed that the Partnership focused more on Essex areas. He thought that currently Babergh representation might benefited more than Mid Suffolk's due to the cross border with Essex. He had attempted to gain information from the

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Partnership during the past few months to enable him to identify the benefits for Mid Suffolk District Council.

- 7.21 Members discussed the Councils' involvement with Haven Gateway Partnership and that Cabinet Members were the elected representative for this organisation.
- 7.22 Councillor McCraw suggested that the issues were raised via the Cabinet Member to the Haven Gateway Partnership, as Councillor Brewster was concerned that the funding for Haven Gateway Partnership was not spend in the Council's interests.
- 7.23 Councillor Carter raised an issue with regards to appointments of observers to Outside Bodies and thought that both Councils could benefit from having member representations on **HomeStart** in the form of observers if possible. He added that might also be the case for the Stowmarket Citizens Advice.
- 7.24 The Chairman then address the **Citizen Advice (CA)** representation and informed Members that Councillor Adrian Osborne was an observer on the Sudbury and District Citizens Advice for Babergh Council and that Councillor Maybury was a trustee and as Director for the same Citizens Advice, She did not represent Babergh Council in her role. Both Councillors were present to respond to questions.
- 7.25 Councillor Muller informed Members that he was also a trustee for the Stowmarket CA and not elected by the Council. He detailed the work undertaken by the CA including that funding was received from Mid Suffolk District Council and Suffolk County Council.
- 7.26 Councillor Maybury explained that the CA in Sudbury had organised a programme for debt advice, which enabled the CA to respond to an increasing demand for debt advice.
- 7.27 Councillor Welham noted that historically Mid Suffolk Council had appointed a trustee, who had taken an active role in the Stowmarket CA. He noted that the Mid Suffolk Council had not recently elected a representative to the Stowmarket CA and that he had raised this with the Leader of the Council. He had received a response that due to a risk of conflict of interests for an elected member of the Council it would not be beneficial for the Council to elect an observer. Officers held regular meetings with the CA, and it was felt that there was a risk of putting an elected representative in a difficult position.
- 7.28 Councillor Welham suggested that an observer be elected in line with the arrangement for Babergh District Council, as he felt it would be a benefit to have a member involved to provide updates to the Council from a Member perspective.

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- 7.29 Members considered the implications of members being elected as observers in relation to declarations of local non-pecuniary interests.
- 7.30 The Corporate Manager – Governance and Civic Office clarified how proposed representation were selected for the list of put forward to the Annual Council. The Leader offer positions to the members whom she wished be representation on Outside Bodies and any unfilled positions would be offered to Group Leaders of the opposition to fill.
- 7.31 Councillor Maybury added that she felt an observer on the Sudbury and District CA was a benefit to the Council and residents.
- 7.32 Councillor McCraw moved to the next item, which was **Joint Advisory Committee and Partnership to Dedham Vale (AONB)** and **Joint Advisory Committee and Partnership to Suffolk Coast and Heaths (AONB)**, for which members agreed that representation was vital.
- 7.33 As there were no representative for the **Museum of East Anglian Rural Life (MEAL)** and **Pin Mill**, the Chair invited Councillor Ayres to update the Committee on the **Quay Theatre**. He added that Babergh Council provided funding for the Theatre.
- 7.34 Councillor Ayres was elected a representative for Sudbury Town Council and informed Members that there had been weekly meetings and that it had been very busy despite the Covid-19 Lockdown.
- 7.35 Councillor Jan Osborne provided an update on the work of Sudbury and District CA and how Covid-19 had impacted on the service provided.
- 7.36 Councillor McLaren outlined the meetings and work of **the Suffolk Health Scrutiny Committee**, which met quarterly for six hours long meetings. It was cross authority committee and Councillor Fleming chaired the Committee. The scrutiny process involved health providers across the County, Norfolk and Essex and she found the work stimulating and useful. The Committee put health service providers through a strict security process, and the participants had a wide range of interests. The work also involved the Clinical Commission Group. However, she was concerned that there was no formal way of reporting back to members on the work undertaken.
- 7.37 Councillor Welham then updated on the **Suffolk Police and Crime Panel** and explained that the Panel scrutinise the Police and Crime Commissioner's (PPC) decisions for the work programme, budget and the council tax to be levied. The Panel could veto the budget within set parameters. The Panel discussed valuable resources for rural areas and Stowmarket Policing management. Members of the Panel received information bulletins, performance, and panel reports. Most of the public

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MINUTE FOR JOS/20/3 REVIEW OF OUTSIDE BODIES - JOINT OVERVIEW AND SCRUTINY COMMITTEE 23 NOVEMBER 2020

meetings were held in various towns in Suffolk. He had a personal interest in rural areas, speed cameras and the Stowmarket night-time economy and the work programme for the Police Community Service Officers, which are funded by Mid Suffolk District Council.

- 7.38 Councillor McLaren queried how the Suffolk Police and Crime Panel fed into local communities and local policing.
- 7.39 The Chair advised Councillor McLaren to contact Councillor Peter Beer, who was Babergh's representative on the panel to discuss further.
- 7.40 Councillor Welham added that the local Police and Crime Panel was operating on a strategic level and that the Panel was mainly a scrutiny function. Community engagement officers operated across the County.
- 7.41 Councillor Muller informed Members that the Community Engagement Officer for Stowmarket was PC Stefan Henriksen.
- 7.42 Councillor McLaren advised Members on the work of the **Suffolk Violence and Abuse Partnership** which comprised of all agencies dealing with violence and domestic abuse. The Partnership was also a member of the Western Suffolk Community Safety Partnership (WSCSP). She asked how she could update all Members on the work of the Partnership, as she felt this could be useful.
- 7.43 The Chairman was the representative on the **Suffolk Waste Partnership** and reported that the partnership had been very successful across the County.
- 7.44 Councillor McLaren was the Babergh representative on the **WSCSP** but due to her commitment to the Council had only been able to attend one meeting. She would discuss this further with the Leader of the Babergh Council.
- 7.45 The Chairman explained to Members that the Council had a statutory obligation to review the work of Crime and Safety Partnership each year and that the Committee undertook this duty by scrutinising the WSCSP, which was included in the annual work programme for the Overview and Scrutiny Committees.
- 7.46 Councillor Jan Osborne, the Babergh representative on **Gainsborough House Committee**, had join the meeting and updated Members on the Gainsborough House project in Sudbury. Babergh District Council had invested in this project, including Community Infrastructure Levy funding (CIL) She felt it was important to monitoring the progress of the project both during and after the project had finished. The Committee normally met quarterly. She queried that there was no reporting mechanism for the representative to update all Members on the progress on the project.

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MINUTE FOR JOS/20/3 REVIEW OF OUTSIDE BODIES - JOINT OVERVIEW AND SCRUTINY COMMITTEE 23 NOVEMBER 2020

- 7.47 Councillor Carter suggested that a representative was elected for the Suffolk Disability Forum.
- 7.48 The Corporate Manager – Governance and Civic Office advised Members that the Forum included officer representation and that the Council worked closely with the Forum.
- 7.49 The **Babergh Domestic Violence and Abuse Forum** had informed the Council that the Forum no longer required Member Representation.
- 7.50 The Babergh representation on the **East West Rail Consortium** was discussed and it was generally agreed by Babergh Members that Babergh Council would have very little input on this organisation and that the subscription fee would not provide value for money.
- 7.51 The **Joint Waste Management Board** no longer met.
- 7.52 The **Suffolk Joint Emergency Planning Policy Panel** had not met for several years and no longer existed.
- 7.53 Members Debated the issues of representation on Outside Bodies including:
- That the East West Rail Consortium often meet at far away venues and usually then only for one hour.
 - That Councillor Smart from Ipswich Borough Council was the representative on the Consortium for the County.
 - That climate changes should be a larger part of the plans for the East West Rail Consortium.
 - That the Councils should not rely on other authorities to represent them on the Consortium.
 - That improvements to railway stations were a separate issue.
 - That subscription to the East West Rail Consortium would need to be considered.
 - The East West Rail Consortium was important because of the need to reduce the number of lorries on the A14 by increasing the volume of goods conveyed by rail.
 - That training and support of new representatives was important.

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- That a twice a year reporting mechanism in the form of a template should be recommended to Council.
- That the reporting should be short and mainly consist of bullet points.

7.54 Members discussed recommendations and determined that each recommendation would be proposed, seconded and voted on separately to allow for separation between joint and sovereign resolutions.

7.55 The following recommendations were agreed to be put to members for voting:

- 1.1 That the Joint Overview and Scrutiny Committee recommends to the Councils named that the following appointments to Outside Bodies, no longer requiring representation, be removed from the appointments made, based on the information received.

Babergh District Council

Babergh Domestic Violence and Abuse Forum
East West Rail Consortium
Joint Waste Management Board
Suffolk Joint Emergency Planning Policy Panel
Suffolk Rail Policy Group

Mid Suffolk District Council:

Joint Waste Management Board
Suffolk Joint Emergency Planning Policy Panel

- 1.2 That the Joint Overview and Scrutiny Committee recommends that both Councils consider withdrawal from the Haven Gateway Partnership as the Committee feels that the Partnership cannot demonstrate Value and relevance.
- 1.3 That Babergh District Council considers that a member representative be appointed to Home-Start in line with Mid Suffolk District Council
- 1.4 That consideration be given by Mid Suffolk District Council that an observer be appointed to Stowmarket Citizens Advice in line with Babergh District Council.
- 1.5 That a reporting mechanism in the form of a template for Representatives on Outside Bodies be established to provide valuable information to members and Public, the information to be presented as part of the annual

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review of Member Representation on Outside Bodies to the Joint Overview and Scrutiny Committee.

- 1.6 That support and training be established for members when appointed as representatives on Outside Bodies.
- 1.7 That Mid Suffolk District Council considers taking up the appointment of a representative to the East West Rail Consortium by making a payment of the subscription fees required for full participation.

It was Resolved:-

Councillor Adrian Osborne proposed recommendation 1.1, which was seconded by Councillor Welham

By a joint unanimous vote

- 2.1 **That the Joint Overview and Scrutiny Committee recommends to the Councils named that the following appointments to Outside Bodies, no longer requiring representation, be removed from the appointments made, based on the information received.**

Babergh District Council

**Babergh Domestic Violence and Abuse Forum
East West Rail Consortium
Joint Waste Management Board
Suffolk Joint Emergency Planning Policy Panel
Suffolk Rail Policy Group**

Mid Suffolk District Council:

**Joint Waste Management Board
Suffolk Joint Emergency Planning Policy Panel**

Councillor Adrian Osborne proposed recommendation 1.2, which was seconded by Councillor Ekpenyong.

By a joint unanimous vote

- 1.2 **That the Joint Overview and Scrutiny Committee recommends that both Councils consider withdrawal from the Haven Gateway Partnership as the Committee feels that the Partnership cannot demonstrate Value and relevance.**

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Councillor McCraw proposed recommendation 1.1, which was seconded by Councillor Gould.

By a BDC unanimous vote

- 1.3 That Babergh District Council considers that a member representative be appointed to Home-Start in line with Mid Suffolk District Council**

Councillor Welham proposed recommendation 1.1, which was seconded by Councillor Scarff

By MSDC 5 votes to 1 vote

- 1.4 That consideration be given by Mid Suffolk District Council that an observer be appointed to Stowmarket Citizens Advice in line with Babergh District Council**

Councillor Ekpenyong proposed recommendation 1.1, which was seconded by Councillor Caston

By a joint unanimous vote

- 1.5 That a reporting mechanism in the form of a template for Representatives on Outside Bodies be established to provide valuable information to members and Public, the information to be presented as part of the annual review of Member Representation on Outside Bodies to the Joint Overview and Scrutiny Committee**

Councillor McCraw proposed recommendation 1.1, which was seconded by Councillor Caston.

By a joint unanimous vote

- 1.6 That support and training be established for members when appointed as representatives on Outside Bodies.**

Councillor Welham proposed recommendation 1.1, which was seconded by Councillor Ekpenyong

By a MSDC unanimous vote

- 1.7 That Mid Suffolk District Council considers taking up the appointment of a representative to the East West Rail Consortium**

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by making a payment of the subscription fees required for full participation.

DRAFT

Agenda Item 11

BABERGH DISTRICT COUNCIL

TO: Council	REPORT NUMBER: BC/20/20
FROM: Chief Executive	DATE OF MEETING: 19 January 2021
OFFICER: Janice Robinson, Deputy Monitoring Officer	

DECISIONS TAKEN BY THE CHIEF EXECUTIVE DURING THE COVID-19 PANDEMIC PERIOD UNDER DELEGATED POWERS IN ACCORDANCE WITH PART 2 OF THE CONSTITUTION

1. PURPOSE OF REPORT

- 1.1 This report details the decisions taken by the Chief Executive in consultation with the Chair of the Council using his delegated powers during the Covid-19 Pandemic.
- 1.2 The Chief Executive is required by the Constitution to report these decisions Council meeting under Part 2 of the Constitution.

2. RECOMMENDATION

- 2.1 That Council notes the decisions taken under delegated powers by the Chief Executive as detailed in Appendix A.

REASON FOR DECISION

Under Part 2 of the Constitution, Delegations to Officers, Paragraph 7.2 the decision must be reported to the next ordinary meeting of the appropriate Council.

3. KEY INFORMATION

- 3.1 Detailed in Appendix A.

4. LINKS TO THE CORPORATE PLAN

- 4.1 N/A

5. FINANCIAL IMPLICATIONS

Detailed in Appendix A.

6. LEGAL IMPLICATIONS

- 6.1 To comply with the Councils Constitution.

7. RISK MANAGEMENT

7.1 Key risks are set out below:

Risk Description	Likelihood	Impact	Mitigation Measures
That the key decisions in Appendix A taken during the COVID-19 pandemic period under delegated powers do not follow the Council's Constitutional Decision process thereby making them unlawful and open to challenge.	Unlikely (2)	Noticeable (2)	To follow the Constitutional decision process

7.2

8. CONSULTATIONS

8.1 N/A

9. EQUALITY ANALYSIS

9.1 N/A

10. ENVIRONMENTAL IMPLICATIONS

10.1 N/A

11. APPENDICES

Title	Location
(A) BDC – List of Decisions taken by the Chief Executive during the Covid-19 Pandemic Period under Delegated Powers	Attached

12. BACKGROUND DOCUMENTS

12.1 [OFFICER DECISIONS](#)

**DECISION TAKEN BY THE CHIEF EXECUTIVE DURING THE COVID-19 PANDEMIC PERIOD UNDER DELEGATED POWERS
IN ACCORDANCE WITH PART 2 OF THE CONSTITUTION**

Decision Reference	Decision	Date Published
BDC-0009	Implementation of Pavement Licenses	31/07/2020
BDC-0010	Temporary suspension of paragraph d of the Planning Protocol	10/08/2020
BDC-0011	Suffolk Flexible Warrant Scheme - Covid Response - Staff Sharing Agreement	16/12/2020

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Agenda Item 12

BABERGH DISTRICT COUNCIL and MID SUFFOLK DISTRICT COUNCIL

TO: COUNCIL	REPORT NUMBER: BC/20/21
FROM: Cabinet Member for Assets & Investments	DATE OF MEETING: 19 January 2021 21 January 2021
OFFICER: Emily Atack	KEY DECISION REF NO. N/A

STRATEGIC ASSET MANAGEMENT PLAN 2020-2025

1. PURPOSE OF REPORT

- 1.1 To consider the draft joint Strategic Asset Management Plan 2020-2025.
- 1.2 To approve and adopt the joint Strategic Asset Management Plan.

2. OPTIONS CONSIDERED

- 2.1 The Council could manage its property assets in a non-strategic, reactive, and un-co-ordinated way. Doing so would leave the council vulnerable and with limited opportunity to achieve efficiencies. This is not therefore a viable option.

3. RECOMMENDATION

- 3.1 It is recommended that Council approves and adopts the SAMP for 2020-2025 (Appendix 1) including the Transactions and Community Transfer Policies set out in the SAMP as Appendices A and B.

REASON FOR DECISION

To ensure the effective use and management of the Councils property assets to support the delivery of the Council's Corporate Plan and Vision.

4. KEY INFORMATION

- 4.1 Although it is not compulsory for an organisation to have a property asset management plan in place, it is widely considered to be good practice as it seeks to demonstrate that an organisation is supporting the delivery of its strategic goals or objectives through the use of its property assets.
- 4.2 A draft Strategic Asset Management Plan (SAMP) has been developed which seeks to document the strategy the Council has for using and managing its land and buildings to support its strategic outcomes and priorities. It sets out the future vision of where the Council wants to be in terms of its land and property assets and maps out the journey required to achieve that vision. The draft AMF is appended to this report.
- 4.3 The draft SAMP comprises of the following sections:

- Estate at a Glance: A high level summary of the Council's assets register summarising the number of assets, their value, and the asset groups. This section includes graphs analysing the Fixed Asset Register by percentage of value and use of the asset base.
- Strategic and Policy Context: The use of property is set within the context of the Joint Corporate Plan and other corporate service plans and strategies. This section summarises how the SAMP fits with these and other values.
- Our approach: Details our Asset Management Principles and our aims and objectives which are summarised in 4.4 below. It sets out our proposed corporate approach to property as well as our approach to due diligence, stakeholder engagement, asset review, transactions, community asset transfers, vacant property, making the best use of our resources, and statutory compliance.
- Oversight and Decision Making: This section details the structures in place for decision making and oversight, roles and responsibilities and data management.
- Asset Performance: This section summarises the corporate approach to performance management, our recommended key performance indicators, and the mechanisms for monitoring, review, and challenge.
- Action Plan: This section highlights the key activities to be undertaken to deliver the SAMP. It includes our approach to property review and a high-level action plan.

4.4 The draft SAMP sets out the proposed Asset Management objectives as follows:

- Generate maximum income from property management and investment balanced appropriately with social value that can be derived from assets;
- Diligent investment in new assets with good returns and existing assets for sustainability of income;
- Diligent disposal of under-performing and surplus assets where use of these assets is otherwise unviable for the council;
- Continual review of the asset base to determine best use and value;
- Seek opportunities to diversify the portfolio and increase the value of assets through change of use.
- Maintain and renewal, as appropriate, all publicly accessible assets.
- Ensure property assets make the optimum contribution to the Council's priorities and objectives.
- Pursue best value in property management activities.
- Strategically manage for a balanced portfolio of use.

- Development of a longer term housing pipeline
- Effective and efficient management of key programme and project delivery

4.5 The draft SAMP sets out the proposed Asset Management activities that the councils will undertake and projects it will deliver over the next 5 years. This is divided into:

- Asset Strategy & Policies;
- Assets Intelligence;
- Assets Support to Delivery Programme Projects;
- Governance;
- Organisation for Asset Management;
- Processes;
- Office Accommodation;

4.6 It is proposed that the SAMP Action Plan is regularly updated to align with the Council's Service plan objectives for each financial year.

5. LINKS TO CORPORATE PLAN

5.1 The Joint Corporate Plan (2019-27) is designed to address the challenges and seize the opportunities facing the districts and their organisations for the foreseeable future. The Councils' vision is to have 'great communities with bright & healthy futures that everyone is proud to call home.'

5.2 For each theme there are priorities which Asset Management has a significant part to play in supporting, ensuring that the Councils make the best of their assets underpinning the ability to achieve the priorities set out in the corporate plan. Specific links are detailed in the SAMP to show how these are met through managing corporate assets effectively and efficiently and investing to generate income.

6. FINANCIAL IMPLICATIONS

6.1 Whilst there are no specific financial requirements set out in this strategy, more specific implications will be referred in the Joint Capital, Investment and Treasury Management Strategies and the Medium Term Financial Plan.

7. LEGAL IMPLICATIONS

7.1 The SAMP will provide a framework with which the Councils can ensure it meets its statutory duties as a land and property owner, and landlord.

8. RISK MANAGEMENT

- 8.1 This report is most closely linked with the Significant Business Risk No.12 our data sources will not be resilient and efficient; No. 13 we are unable to react in a timely and effective way to financial demands; No. 14 councils are perceived to be untrustworthy and have poor reputation; and No. 16 failure to achieve vision and strategic priorities and ambition (as per corporate plan).

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.

The Key risks are set out below:

Risk Description	Likelihood	Impact	Mitigation Measures
4AO1 Lack of a Strategic Asset Management Plan to identify the steps needed to ensure that the Councils' property assets perform to maximum effectiveness.	Highly Probable (4)	Disaster (4)	Development and implementation of the SAMP
4AO7 Lack of Transactions and Delegations Policy resulting in unqualified or inexperienced staff carrying out property transactions. Risk of poor deals resulting in loss of income or capital receipts and potential compensation or ownership claims with resultant financial implications.	Highly Unlikely (1)	Disaster (4)	Draft and implement Property Transactions Policy and Community Asset Transfer policy to ensure appropriate expertise applied to all property transactions.

9. CONSULTATIONS

- 9.1 Consultation has taken place across the Council with Officers, to ensure ownership and responsibility of this task is understood and shared.

10. EQUALITY ANALYSIS

In preparing this report, due consideration has been given to the Councils' statutory Equality Duty to eliminate unlawful discrimination, advance equality of opportunity and foster good relations, as set out in Section 149(1) of the Equality Act 2010.

Predictive EQIAs will be undertaken on relevant projects that materialise from the SAMP and various emerging strategies, programmes and projects.

11. ENVIRONMENTAL IMPLICATIONS

11.1 Environmental and Climate Change implications are considered in this work. All key decisions will include environmental impact including the Councils ambitions to reach net carbon zero target by 2030.

12. APPENDICES

Title	Location
(a) Strategic Asset Management Plan 2020-2025	Attached

13. BACKGROUND DOCUMENTS

13.1 There are none.

14. REPORT AUTHOR: *Sara Cameron, Corporate Manager Strategic Property*

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Babergh and Mid Suffolk District Councils – Working Together

Strategic Asset Management Plan

2020 to 2025

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1. Portfolio Holders' Foreword

We are both delighted to introduce our new joint Strategic Asset Management Plan which provides a strong framework to ensure that we manage our property assets effectively and efficiently over the next five years and beyond.

The plan will ensure that we have a consistent approach to decision making whilst ensuring that property decisions can still be made on the basis of the individual characteristics of the individual assets within the portfolios.

Our Councils are ambitious and we seek to use our land and property to help to deliver more housing development within our districts, support the delivery of strategies for high street and town centre regeneration, contribute to carbon reduction and improve our residents wellbeing. This plan will enable us to best manage our assets to help the Councils' to meet their strategic priorities and objectives to build great communities for everyone to live, work, visit and invest in.

Signed by both portfolio holders

2. Executive Summary

This document sets out Babergh and Mid Suffolk's Strategic Asset Management Plan 2020-2025.

The Asset Management Plan describes the Councils' approach to the management of its assets and provides links to the operational and technical details that underpin the overall strategy.

This Asset Management Plan is intended to provide the framework for decision-making across the estate and for individual assets, and shape delivery of a resource at the heart of the Councils' current and future offer to residents.

The Councils' assets provide the framework for service delivery. They have a significant, and growing, value and represent a means to drive investment and resources despite the significant pressures on public finances.

The Strategic Asset Management Plan 2020-2025 aims to achieve the following:

- Generate maximum income from property management and investment, balanced appropriately with the social value that can be derived from assets;
- Diligent investment in assets to provide good returns and sustainable income;
- Utilise the strategic property fund to respond to new opportunities quickly;
- Diligent disposal of under-performing and surplus assets where use of these assets is otherwise unviable for the Councils;
- Continual review of the asset base to determine best use and value;
- Seek opportunities to diversify the portfolio and increase the value of assets through change of use;
- Maintain and renew as appropriate, all publicly accessible assets;
- Ensure property assets make the optimum contribution to the Councils' priorities and objectives;
- Pursue best value in property management activities;
- Strategically manage the portfolio to maximise benefits to the Councils and communities;
- Develop a longer-term housing pipeline;
- Delivery of key programmes and projects.

A summary of the Councils' asset register is set out in section 4 of this document.

Effective management of the Councils' estate is an essential part of getting value for money from the corporate estate and responding to the Councils' wider financial pressures. Section 5 of this document sets out the strategic and policy context whilst Section 6 details the approach proposed for the estate in terms of fully utilising our assets.

A core priority for the Councils has been to strengthen the management of corporate assets and use this to ensure they are safe and improve the quality and value for money of the service they can deliver. Section 7 of this document describes the foundations of this change include more robust data and process, and clear governance and decision-making.

The final section of the Strategic Asset Management Plan describes the activities proposed to deliver effective and efficient asset management by setting out an overview of the actions and projects to be completed and identifying the overall timetable for delivery.

There are a number of work strands planned and underway aimed at delivering the objectives set out in the associated action plan.

DRAFT

3. Introduction

3.1 Introduction

Public services are invariably delivered directly or indirectly from land and buildings, collectively called property. The property portfolio of public organisations must be right for both organisation and customers, and for the processes necessary to deliver products and services for that organisation.

“Strategic Property Asset Management is the process which aligns business and property asset strategies, ensuring the optimisation of an organisation’s property assets in a way which best supports its key business goals and objectives”

(RICS, Public Sector Asset Management Guidelines 2nd Edition March 2012)

Property is a key resource of the Councils. It has value, costs money to use and maintain, and is critical in supporting service delivery. The Councils have a vision to improve the economic and social wellbeing for the people of Babergh and Mid Suffolk. To realise this vision the Councils’ property portfolio must be managed so it acts as a catalyst for service improvement and community prosperity whilst also ensuring value for money. This Strategic Asset Management Plan (SAMP) identifies the key strategic policy and resource influences affecting our districts and the Councils and in response sets a direction for asset management over the medium term, enabling its property portfolio (and associated professional support) to be optimised to meet identified needs. This SAMP is not a static document but is part of a process designed to engage Members and officers in debate about the nature of and future direction for the management of the Councils property portfolio.

It is intended to promote a common understanding of property and to set a direction for its management. The plan has a medium-term planning horizon, will be updated periodically and is restricted to consideration of the property assets that the Councils own or use.

3.2 Purpose & Scope

The Councils have produced this strategy, which is linked to the joint corporate vision and priorities within the Joint Corporate Plan, to provide a blueprint for the effective and efficient use of the Councils’ property assets for the benefit of the residents of Babergh and Mid Suffolk. Properties within scope include the Councils’ operational and non-operational property, surplus property and land. Housing assets are excluded as these are covered by the Housing strategy and HRA business Plan including asset management proposals. However, any property declared surplus by the Housing service area would be within the scope of this document. Properties owned by the Councils’ companies are also outside of the scope of this document.

This document sets out the Councils’ high-level strategic framework for managing our corporate property portfolios. Together with the other strategy and policy documents referred to within this document it forms the Strategic Asset Management Plan (SAMP) for the next five years to ensure that our property portfolios perform to maximum effectiveness to support the communities we serve.

This document will be reviewed on an ongoing basis to ensure it remains fit for purpose and will be revised five years from the date of this document. Other policies, procedures, action plans and strategies which are aligned to this document will be revised at appropriate intervals to produce a “living” SAMP that responds to change as required.

It identifies five principles which will be followed and implemented through management practices and techniques ensuring the Councils meet their overriding objective of maintaining a corporate property portfolios which is both fit for purpose and achieving its potential in terms of efficiency and sustainability. The day to day management and use of assets will largely remain with service areas particularly those used by public realm, leisure and waste but strategic decision making will be covered by the SAMP including major investment and disposals.

In the context of this strategy, we will look to our land and property to help to continually improve services, assist the delivery of housing development and the delivery of strategies for high street and town centre regeneration, carbon reduction, wellbeing and embed the emerging accommodation & agile strategy.

The SAMP has been produced having regard to the latest guidelines on strategic asset management and local authority asset management best practices issued by the Royal Institution of Chartered Surveyors (RICS), the Chartered Institute of Public Finance and Accountancy (CIPFA) and the Association of Chief Estates Surveyors & Property Managers (ACES).

3.3 Outlook

Delivery of the SAMP is against the backdrop of the COVID 19 pandemic and the associated impact of our local response and recovery on residents, finances, services and staff.

In terms of land and property, our priority will be to ensure that our income producing assets maintain or increase rental income whilst minimising running or holding costs. In accordance with the Local Government Act 1972 Councils have a duty to achieve best value when managing and disposing of our assets.

We will also need to undertake critical cost benefit analysis as part of proactive asset reviews to identify capital receipts from disposals where appropriate. Consideration will be needed of whether there are opportunities to generate additional income from surplus assets prior to disposal for a capital receipt.

4. Estates at a glance

4.1 Assets and Value

BDC own a varied portfolio of land and buildings totalling 989 assets with a total book value of £23,962,989 as of 1st April 2020.

MSDC owns a varied portfolio of land and buildings totalling 152 assets with a total book value of £20,987,880 as of 1st April 2020.

The joint estate therefore totals around 1,140 assets with a total current book value of £44,950,869 excluding HRA land and property.

The joint estate comprises commercial assets together with service delivery (operational) assets and surplus assets being those held for development or disposal purposes.

The register of assets is held in the BMSDC Fixed Asset Register (FAR). The councils use the register to manage the gross and net book values of the assets. The assets are re-valued on a cyclical basis in line with CIPFA accounting requirements.

4.2 Asset Groups

For the purposes of this strategy the councils' assets are grouped together as Operational (or service delivery assets), Non-operational (or investment assets), and Surplus assets (land held for disposal or development).

The following section outlines the number and value of assets held in each category and the percentage mix of use and value of those assets. The information in this section has been extracted from the FAR as of 1st April 2020.

It would not be possible to list all Council property assets here as there are over 1,000 individual assets, but in summary they include:

Operational

These are held, occupied, used or contracted to be used on behalf of the councils in the direct delivery of services.

- Offices and touch down points
- Depots
- 44 Play parks and leisure spaces
- 800 other public open spaces
- 6 Public conveniences
- 4 Leisure Centres
- 32 Car parks
- Boat shed, TIC, arts centre, bus station, marketplace, etc.

Non-operational/Investments

These are held for the purpose of generating rental income and/or capital appreciation or to contribute in other ways such as by providing suitable small business accommodation within the district.

- 33 Industrial units and workshops
- Borehamgate shopping centre - 16 retail units, offices, flats, telecoms, parking
- South Suffolk Business Centre
- Former Aldi Unit, Gipping Way, Stowmarket

Surplus assets/Land held for Development or Disposal

They are held for the purpose of placemaking and regeneration, capital receipts or stimulating development of affordable and market value housing.

- Former HQ sites at Needham Market and Hadleigh
- Belle Vue House and adjacent former pool area
- Paddock House, Eye
- Former Natwest Bank premises 11 Market Place, Stowmarket

A summarised extract of the FAR is included in **Appendix G** for information. Full details of the FAR are held in the Councils' accounts.

The Councils may own other assets unaccounted for in the FAR. Identification of these remaining unregistered land assets continues as part of the ongoing data analysis and registration work with HM Land Registry.

This strategy and associated action plan will systematically review these assets to obtain best value on disposal by sale or lease or best use for service delivery.

4.3 Analysis

The following charts analyse the asset base in terms of % of value for both councils and % of use.

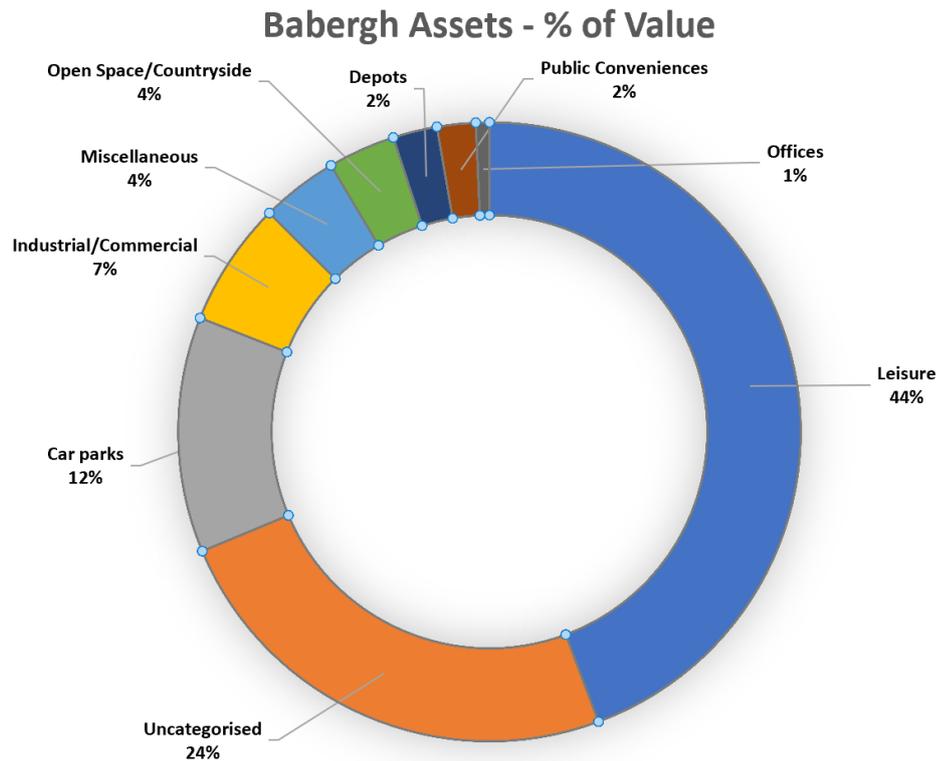


Chart 1 – Babergh Assets % of Value

The value of assets held by Babergh District Council is heavily weighted in 2 Leisure Centres making up 44% of the total value of assets held.

The next largest asset group is currently uncategorised holdings totalling 24% of total value of assets but is spread amongst some 900 assets including hedgerows, planted areas, grassed areas and woodland.

Industrial and commercial assets make up just 7% of asset value currently and as we develop our approach to asset management, we will meet our ambitions to use the income from this group of assets to support wider corporate delivery.

Mid Suffolk Assets - % of Value

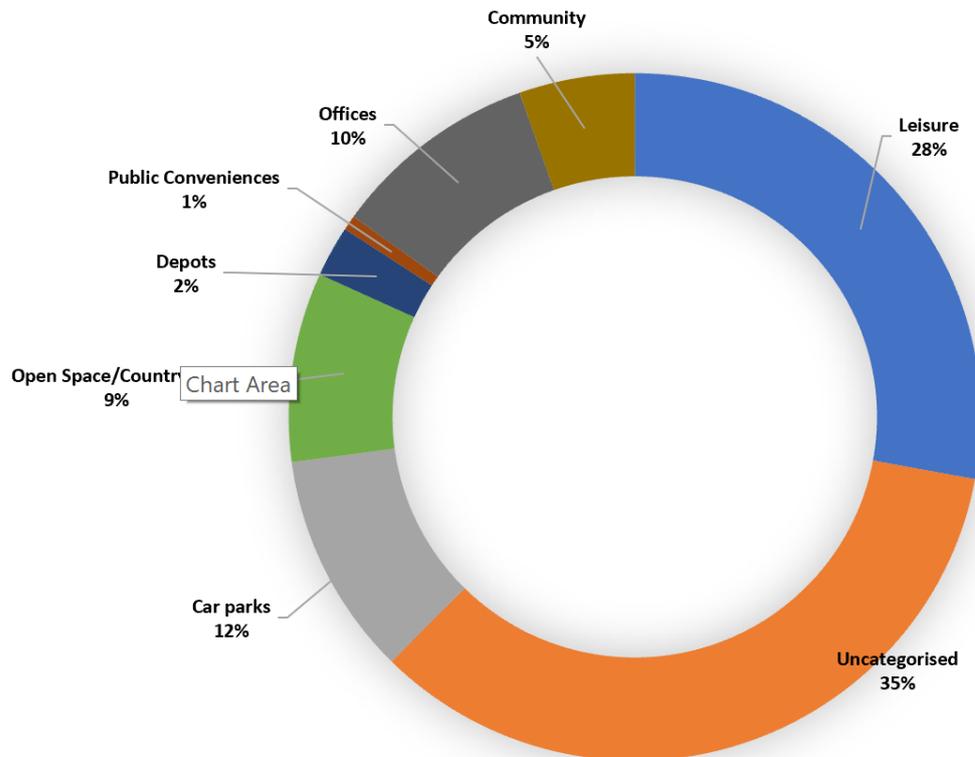


Chart 2 – Mid Suffolk % of Asset Value

The value of assets held by Mid Suffolk District Council is heavily weighted in uncategorised holdings totalling 35% of the total value of assets held.

The next largest asset group is leisure centres representing 28% of the total value.

In terms of the asset use profile based on value, there is a more even spread of value across the asset base.

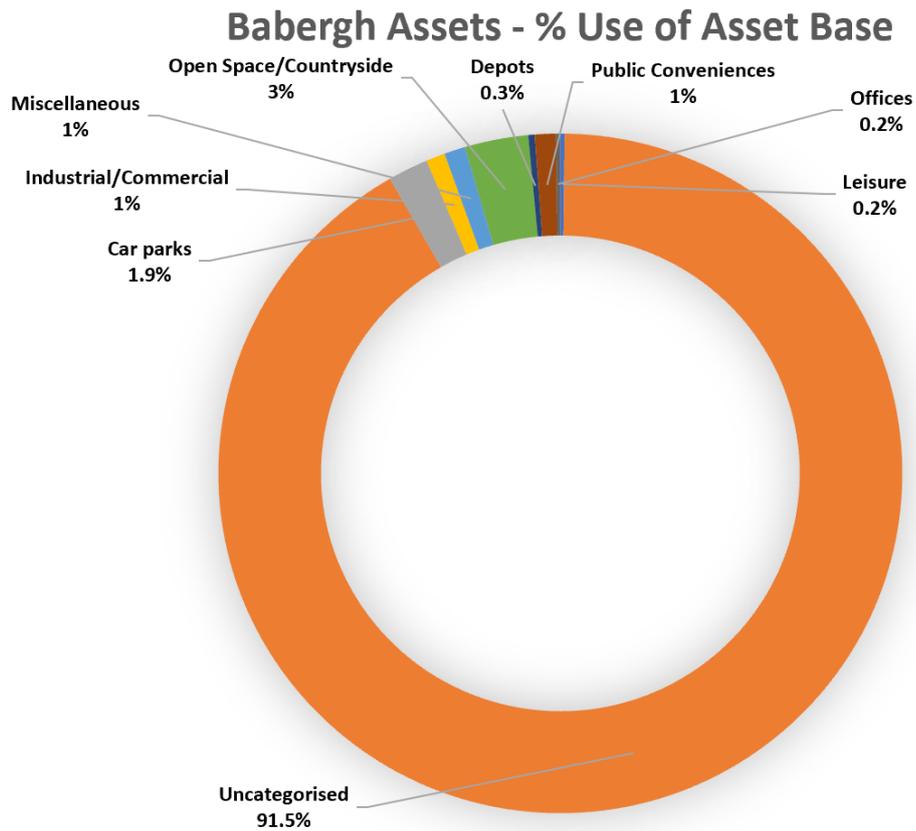


Chart 3 – Babergh Assets % Use

The Babergh asset base is currently largely uncategorised with multiple low value holdings yet to be reviewed and categorised such as grassed areas, woodland, hedges and other planted areas. Much of these assets add to the look, feel and wellbeing of Babergh and may garner latent value.

Mid Suffolk Assets - % Use of Asset Base

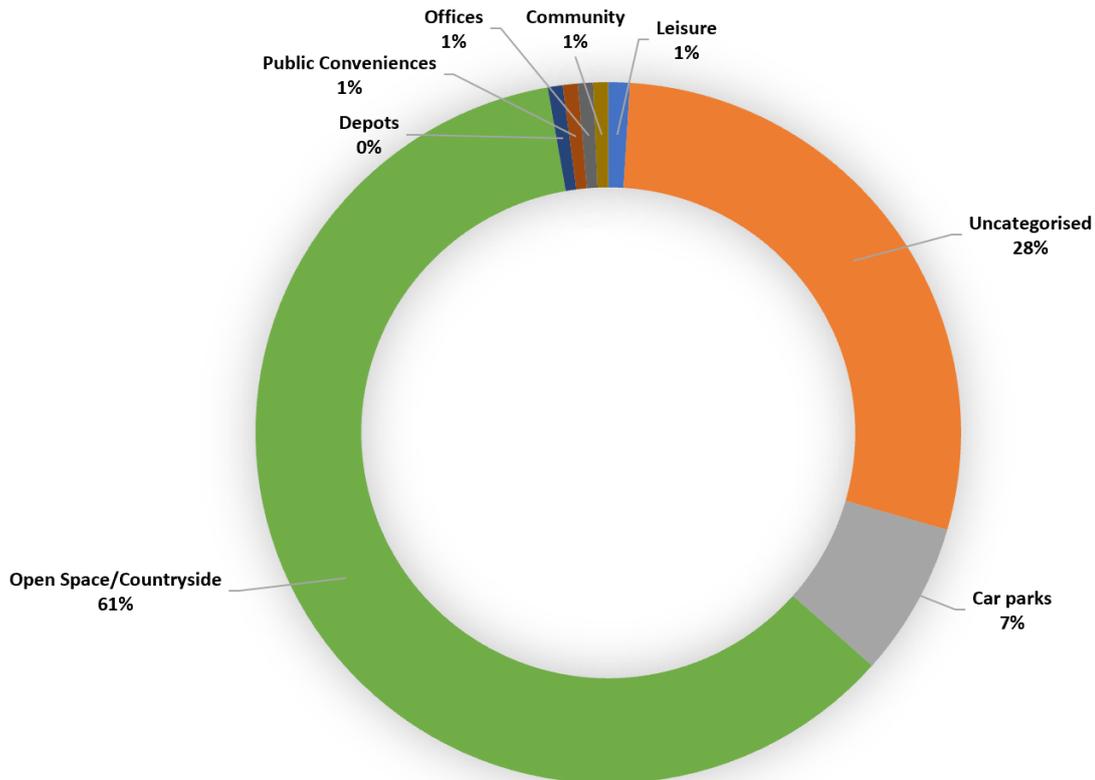


Chart 4 – Mid Suffolk Assets % of Use

The Mid Suffolk asset base is dominated by amenity land and open space.

The currently uncategorised asset group includes leisure, commercial, and development assets which will need to be reviewed and categorised as soon as possible once the SAMP is adopted and as a result of our data project being delivered.

4.4 Why land and property assets are important.

The Councils place strong emphasis on the role of asset management in improving public services. Property can have a major influence in delivering better outcomes for citizens and in creating a sense of place. Where properties are located and how properties are used can be critical to prosperity and the quality of public services. Public sector performance and confidence in public services are inextricably linked, and property underpins this linkage.

It is therefore crucial that efficient and effective use is made of these assets to support corporate objectives.

Asset management is a structured process that seeks to ensure best use and value from property assets in serving the needs of the councils and therefore the community.

The main features of property assets and their management are:

- High value (total book) in terms of capital cost/value and annual cost to retain and manage

- Need to be carefully managed over lifecycle to ensure best use and value
- Time to determine, plan and execute new property needs and decisions and procure and provide for them
- High ability to deliver social outcomes to local economies and communities

The Councils hold and consequently acquire and dispose of property assets to continually support their aims and objectives and consequently public service delivery.

4.5 One Public Estate (OPE)

Babergh and Mid Suffolk are part of the Ipswich, Central and East Suffolk OPE Partnership together with other public sector bodies such as Suffolk County Council, NHS and the police. Activities include:

- Using public sector property assets as a catalyst to transform public services.
- Facilitating partners with co-production of services, service re-design and sharing resources.
- Supporting growth and regeneration by releasing redundant public sector land & buildings.
- Modernising, making more suitable/flexible and increasing utilisation of the public sector property estate.
- Reducing property costs and generating income streams to reduce dependence on grant.
- Generating capital receipts for reinvestment in services or the repayment of debt.

4.6 New Anglia Local Enterprise Partnership

Suffolk, along with Norfolk, is part of the New Anglia Local Enterprise Partnership (LEP). Working with public agencies and private business the LEP seeks to promote the regional economy through job creation.

Both Suffolk and Norfolk are leaders in life sciences, food and agriculture and an emerging force in the development of the green economy with the LEP chosen as the government's Green Economy Pathfinder.

Key priorities for the LEP are around the green economy, developing tourism and skills development.

5. Strategic & Policy Context

5.1 Context

Property and asset management do not exist in isolation but are set within the context provided by the joint corporate plan and other corporate service plans and strategies. These in turn are a response to wider government policy and legislative drivers impacting local authorities and property owners.

5.2 Fit with the Corporate Plan

The BMSDC Corporate plan is a guiding strategic document for the period 2019-2027. The document sets out the Councils' vision, values, priorities and aims that have informed the production of this strategy.

The vision is:

To build *“great communities with bright and healthy futures that everyone is proud to call home”*

Supporting this vision are 6 key priority areas, each with its own aims and corporate outputs.



Chart 5 - Corporate Wheel

For each theme there are priorities which Asset Management has a significant part to play in supporting, ensuring that the Councils make the best of their assets underpinning the ability to achieve the priorities set out in the corporate plan. Specific links show how these are met through SAMP managing corporate assets effectively and efficiently and investing to generate income.

Joint Local Plan

A new Local Development Scheme was approved in July 2020 setting out the timetable to produce the Joint Local Plan which will replace all previously adopted Local Plans, Core Strategies and the Stowmarket Area Action Plan. It is important that the Local Plan is kept up to date so that change is managed strategically and at the local level.

As landowners, the Councils will have a key role to play in delivering Local Plan objectives and creating a property landscape best placed to deliver all Corporate priorities.

This SAMP summarises how the Councils intend to use their land and property assets in accordance with the Local Plan and other policies and strategies to make a significant contribution to delivery of the Councils' priorities.

As part of our delivery of this SAMP we will prepare plans and development briefs for identified sites for development/investment and accelerating housing delivery in line with the emerging Local Plan.

How Asset Management contributes to corporate priorities

The following table outlines how Asset Management directly contributes to the appropriate priorities:

Strategy	Aims	How SAMP contributes
Economy	Support business development and regeneration Encourage commercial activities	Providing suitable accommodation for employment of the right type in the right place supporting the development of job opportunities and skills within our districts Maintain flexible lease terms Undertake property development Improve availability and use of employment land Undertake considered acquisitions and disposals which meet specific criteria
Environment	Lead development of sustainability practices Manage our carbon reduction Ensure communities are developed in a sensitive and sustainable way to protect our environment	Manage and develop council assets in an environmentally sensitive way Seek highest appropriate level of environmental benefit during maintenance and construction processes Bring forward environmental initiatives as per the carbon reduction plan Identify surplus land for 'greening' or wellbeing activities

Housing	Deliver new homes	<p>More of the right type of homes, of the right tenure, in the right place.</p> <p>Deliver housing to new design and technical specifications</p> <p>Develop and acquire new affordable housing to meet housing needs</p>
Wellbeing	Improve health, wellbeing and standards of living	<p>Deliver housing to new design and technical specifications</p> <p>Provide fit for purpose leisure centres and open spaces throughout our districts for public use to improve health and wellbeing</p> <p>Recognising that social value can be as important in financial value in decision making</p>
Customers	Improve customer access and experience	<p>Develop new ways of working to deliver benefits to customers</p> <p>Deliver accommodation and agile strategy</p> <p>Bring forward new models of asset management</p> <p>Clarify asset ownership to determine liability</p>
Communities	<p>Work in partnership to regenerate areas in our districts</p> <p>Utilise the ten approaches in the Communities Strategy so that working styles build community confidence and capacity</p> <p>Engage with communities about the delivery of local facilities and recreational spaces</p> <p>Work with Members to develop their roles as community champions</p>	<p>Encourage use of council assets to contribute towards regeneration</p> <p>Provide adequate public car parking</p> <p>Divest where services can be better provided at a micro-local level and where appropriate, transferring assets to local communities for local management.</p> <p>Ensure accessibility and sustainability embedded in land and property decisions</p> <p>Ensure agreements for the maintenance and provision of public assets are upheld.</p> <p>Consult with ward members, parish and town councils on property transactions and projects and where appropriate other community groups.</p>

Table 1 – Corporate Fit

5.3 Links to other strategies

In addition to the Corporate Plan 2019-2027 the Council has a number of corporate strategies and policies and/or is a partner in other strategies and policies which inform this strategy.

Joint Capital, Investment and Treasury Management Strategies the Medium-Term Financial Plan.

The Joint Capital Strategy gives a high level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of local public services along with an overview of how associated risk is managed and the implications for future sustainability. It demonstrates that the councils take capital expenditure and investment decisions in line with service objectives and properly take account of stewardship, value for money, prudence, sustainability and affordability.

The Joint Investment Strategy focuses on the commercial investments which are disclosed in the councils' accounts and are held primarily or partially to generate a profit. For each investment type, the councils demonstrate the contribution the investments make to the councils' objectives.

The Joint Treasury Management strategy details the councils' approach to borrowing, investment, risk management. It focuses primarily on the effective management and control of risk and striking a balance between the security, liquidity and yield of those investments. The councils' objective when investing money is to strike an appropriate balance between risk and return.

In terms of the SAMP aligning to these strategies ensures that:

- Physical assets are efficiently and effectively used to support the Corporate Plan.
- Issues related to property and other assets are fully reflected in the Councils' planning, specifically adequate funds for maintenance are available.
- Review of the asset management plans to identify surplus assets which can move through to a disposal process to generate new capital resources or income.
- The councils invest in commercial and residential property within their districts with the intention of developing and generating a surplus that will be spent on local public services, regeneration and development for the benefit of the communities they serve. (NB. Surpluses generated from social housing activities are ring fenced within the Housing Revenue Account for expenditure for social housing purposes only)

The link to these strategies is important because they can help prioritise capital investment (for property assets) whether that is re-investment, refurbishment or regeneration and it can also return funds into the capital reserve via disposals.

They also respond by prioritising affordability for both the requirements from the property portfolio but also wider capital requirements in accordance with the corporate priorities and set the balance between income and capital receipts generated from property.

Carbon Reduction Plan

The Carbon Reduction Management Plan was adopted by the Councils in 2020. These proposals set the foundation for how the Councils will conduct their work going forward, in terms of their responsibilities. The plan has key actions that will take place in the short term. With immediate commencement of longer-term aspirations.

In terms of the SAMP aligning to this plan ensures that:

- We will support the delivery of low energy projects through proactive asset review of the Council owned estates or other investment opportunities.
- Support the delivery of a sustainable specification for new build housing acquired or developed for the Councils.
- Assess energy performance across the estate to ensure the Minimum Energy Efficiency Standards (MEES) are met or exceeded in support of an Energy Action Plan to reduce corporate energy use, produce and act upon recommendations for each asset.
- Review and revise the Councils' letting agreements to incorporate reasonable 'green' clauses to improve management and environmental performance by both landlord and occupier.
- New Council facilities are designed and built or refurbished to the highest standards of energy efficiency possible.

Other linked strategies or plans

The other linked strategies, processes and policies that this AMP need to consider are:

- Emerging Accommodation & Agile Strategy
- Procurement Strategy
- Contract Standing Orders
- Constitution
- Risk Management Strategy
- Homelessness Reduction and Rough Sleeper Strategy
- Corporate Projects Register

5.4 Fit with Corporate Values

The following table demonstrates the Asset Management commitment to the Councils values:



**OUR
PEOPLE**



**OUR
CUSTOMERS**



**BEING OPEN
and HONEST**



**TAKING
OWNERSHIP**



**BEING
AMBITIOUS**

Value	Asset Management Commitment
Our people	<p>We will continue to be proactive in consulting our communities with regards to land and property in their areas.</p> <p>We will provide accurate information regarding our assets</p> <p>We will ensure fairness and equality when making future decisions</p> <p>Through our Accommodation and Agile strategy, we will deliver a work anywhere approach increasing flexibility and creating inspirational collaboration spaces with technology enabling flexible meetings and use, in a central location maximising partnership working</p>
Our customers	<p>We will consult our building users to determine satisfaction levels with the condition and sustainability of buildings and their facilities.</p> <p>We will use customer feedback to deliver improvements in our asset portfolio.</p> <p>We will continue to be proactive in consulting our communities with regards to land and property in their areas.</p> <p>We will produce and maintain a Strategic Asset Management Plan to demonstrate what we do and why we do it.</p>
Being open & transparent	<p>We will rationalise our assets where this is in the interest of the Councils and our communities.</p> <p>The investment of new assets will be planned on a 'whole life' basis following professional property standards.</p> <p>We will continue to work with our partners to ensure that the shared use of assets is explored and optimised wherever possible where a joined-up approach to service delivery will improve outcomes for our communities.</p>
Taking ownership	<p>We will use property assets to improve the quality of the environment in the district.</p> <p>We will seek to optimise the use of our assets in the communities they serve.</p> <p>We will consider opportunities to transfer assets to our communities where this approach will best serve our community's needs.</p> <p>Our public buildings will be accessible and welcoming to all sections of the community and located in the right place, to the right standards and appropriately branded.</p> <p>We will provide energy and water consumption data of our buildings to enable reduction of use.</p>

	<p>Regular reviews of our assets will be undertaken to ensure that they are being used appropriately.</p> <p>We will consider options for the use of sustainable materials and components in the design, construction and maintenance of our buildings</p>
Being Ambitious	<p>We will occupy efficiently and purposefully.</p> <p>We will deliver safe and healthy environments that support physical and mental wellbeing</p> <p>We will develop and manage land and property ensuring sustainable financial resources</p>

Table 2: Asset Management Commitment to Corporate Values

DRAFT

6. Our approach

6.1 Asset Management Principles

Occupying Efficiently	Meeting Customer Needs	Sustainability	Flexibility	Strategic Property
<ul style="list-style-type: none"> • Well maintained • Well used • Costs controlled • Income opportunities taken • Sufficient Property • Maximising gains from surplus property 	<ul style="list-style-type: none"> • Well located • Accessible • Outward looking • A Positive experience 	<ul style="list-style-type: none"> • Sufficient financial resources • Transport routes • Design and construction • Reducing Consumption 	<ul style="list-style-type: none"> • Changes :- • Working Patterns • Technology • Service models • Customer needs and behaviour • Ownership models 	<ul style="list-style-type: none"> • Strategy • Satisfactory return • Maintained • Supporting Regeneration • Flexible in changing markets • Regularly reviewed

Chart 6 - AMP Principles

6.2 Asset Management Strategic Vision, Aims and Objectives

Strategic asset management planning is recognised as best practice in order to optimise property portfolio performance by managing property assets in a logical and consistent manner, targeted at using property to help achieve the aims and vision of the portfolio's owners.

This SAMP has been prepared against a backdrop of uncertainty and financial pressure on Local Government as a result of the COVID 19 pandemic and economic recession. This has created huge challenges in service delivery, maintaining an effective and cohesive staffing structure, partnership working and delivering innovation but also provided opportunity in developing our approaches in an agile way and in some areas bringing forward changes that had been a later part of our delivery strategies.

Corporate approach to property

Single estate approach – ongoing reviews and updating processes to support efficient property management across the councils, including commissioning of property services, property data to improve performance and policy framework for sharing property with partners including community asset transfer.

This corporate model will foster confidence within the councils and a shared sense of ownership and responsibility for property outcomes. It will also result in streamlining of decision-making processes and create an operational landscape that best use and value from our assets and the right resources, at the right time, in the right way.

Operating this way will provide improved clarity of responsibility in defining, managing and doing activities and also:

- Create a strengthened corporate property strategic function, helping to ensure that property is used effectively to help deliver Council objectives and ensuring consistency with 'best practice' in asset management;
- Promote effective contract management driving value and performance, ensuring the potential benefits of strategic partnerships are maximised;
- Give clear strategic direction and establish operational roles and responsibilities, allowing staff to focus on priority areas and use their skills most effectively;
- Facilitate better programme management of the Councils' property activity, deliver improved cost and time certainty and value for money;
- Focus on improvement and benefits realisation.

Vision

The Vision for Asset Management to meet the required corporate priorities is:

To manage the Councils' property assets effectively to:

- Provide sustainable properties that are fit for purpose, providing access for all which meet service needs.
- Generate growth and sustained income to underpin the corporate priorities.
- Support economic and environmental regeneration and well-being of our districts and communities.
- Build community capacity and empower communities.

Strategic Aims

This is what we want to achieve as a result of our actions:

- Sustained revenue income.
- Support the capital programme through the generation of capital receipts.
- Optimise the value of the assets to their best use and capacity for service benefits and financial or social value return.
- High quality, utilised, safe, and accessible assets.

Strategic Objectives

These are the activities we will undertake to meet our aims:

- Generate maximum income from property management and investment balanced appropriately with social value that can be derived from assets
- Diligently invest in new assets with good returns and existing assets for sustainability of income
- Diligently dispose of under-performing and surplus property assets where use of these assets for income generation is not viable for the Councils.
- Continually review best value and best use of all property assets.
- Seek opportunities to diversify the portfolio and increase the value of assets through change of use.
- Maintain and renew as appropriate all publicly accessible assets.
- Ensure property assets make the optimum contribution to the Councils' priorities and objectives.
- Pursue best value, including social value, in property management activities.
- Strategically manage for a balanced portfolio of use.

- Diligently develop or acquire sufficient new council homes in Babergh and Mid Suffolk in line with the Housing Revenue Account Business Plan
- Develop a longer-term housing pipeline
- Effectively and efficiently manage key programme and project delivery

A well maintained and properly operated corporate property portfolios is critical both to service delivery and the delivery of the Councils' joint strategic aims.

6. 3 Asset management definition:

The Councils' land and property assets are largely held in support to the main business of the Councils, which is to provide services. First and foremost, the property resources must be used to maximise benefit to services in the most efficient and effective manner. The current strategic direction of travel for the Councils in this regard is to maximise financial return from the held assets and to subsequently use that income for improvement to overall service delivery balanced with opportunities to create social value from the use of our assets

Strategic asset management for our land and buildings is:

- Linked and focused on our business, corporate and organisational objectives.
- Systematic and coordinated.
- Concerned with both non-financial and financial matters.
- An activity that sees property as a key strategic resource to the Council.
- Ensuring these assets make a positive contribution to regeneration of the district.
- A corporate activity and not solely the province of property professionals or service leads.
- Planning on a medium/long term basis.
- Ensuring the portfolio is developed, maintained and used in a sustainable way and having due consideration to the impact on the environment.
- Being concerned with whole life costs and benefits.

6.4 Due Diligence

Due diligence is the process of factual and legal investigation, research, analysis and discovery into the relevant borrower, asset, sponsor and other principal parties typically undertaken by a prospective buyer, lender or investor prior to entering into a transaction.

The precise scope of the exercise will vary depending upon the nature and value of the transaction and/or asset, timing and cost considerations but, in the context of the acquisition or investment typically involves:

- A physical inspection of the property;
- A valuation of the property
- An investigation of/report on the title to the property and/or legal restrictions affecting its use, an analysis of any risks associated with owning the relevant property arising from a legal or structural perspective and an assessment of the likely impact of other creditors, tenants or other persons also having interests in or rights over the property;
- Where property is let, a review of the stability of the rental income stream, the creditworthiness of the occupational tenants, the terms of the occupational leases and insurance and asset management arrangements;

- A “health check” on the physical condition of the property and any buildings located on it, typically comprising reports on structural, measurement, planning and environmental risks;
- Consideration of the principal insurances;
- An assessment of the impact of the transaction upon existing contractual arrangements or permits;
- Specialist surveys and reports;
- Planning consultancy;
- Options and viability appraisals;
- Identification of key stakeholders in the community

6.5 Stakeholder engagement

With a corporate approach, internally it is important for there to be a clearly defined ‘lead’ on property asset management within the organisation. The Corporate Manager Strategic Property will be the manager in the organisation that orchestrates property asset management as a corporate activity.

Those concerned with property assets across the organisation must be clear that all major property matters must be referred to the ‘lead’ on property asset management as soon as they arise. Operational teams within the organisation will often have differing and sometimes competing needs which may need to be corporately prioritised.

Externally, it is clear that if there is to be comprehensive engagement of those with an interest in property assets across the organisation, then good and regular communication and reporting lines between them, will be required.

Methods

- Briefings and presentations to Members and key stakeholder groups
- Meetings and interviews with Partners, Colleagues and Members
- Staff surveys and updates e.g. Working Together
- Intranet and Website updates and press releases

Levels of Engagement

Insight - Understand better the needs, views, and concerns of our residents and key stakeholders using existing data.

Inform- As an open council provide balanced information to assist understanding about something that is going to happen or has happened.

Consult - Capture residents’ and stakeholders’ views on issues of relevance to them. Give an extensive range of opportunities for residents to have their say.

Involve - Involve residents/stakeholders in testing, designing, and evaluating what we do to ensure that concerns and aspirations are understood and considered prior to decision making.

Empower - Empower public/service users to co-design, develop, manage and evaluate services. Working together to develop understanding of all issues and interests to work out alternatives and identify preferred solutions.

6.6 Asset Review

All of the councils' assets should have a defined purpose. Either for direct provision of front-line services or indirect service delivery such as back office accommodation, income generation or supporting the community.

A critical review of assets is required to challenge and determine best use and best value on a regular basis to ensure that the councils only retains the assets they need and ensure they meet the principles, fit and purpose.

The process of proactive asset review will be defined as part of the action plan and will form a regular asset management activity moving forward.

A series of broader place based, or locality reviews should also be put in place to identify opportunities with partners and other stakeholders as part of wider service reviews.

An asset will be deemed surplus to requirements if one or more of the following apply:

- It makes no contribution to the delivery of services
- It has no potential with regard to the delivery of the Councils' corporate outcomes
- An alternative more cost-effective service delivery site has been identified

6.7 Transaction Policy

A transactions policy is included at **Appendix A**.

It describes the process for making decisions about what needs to be acquired and the procedures to be followed. This policy sits alongside the Strategic Property Fund process which provides delegations to the Assistant Director for Assets and Investments for strategic purchases up to a maximum value of £1.5m. One of the actions that will follow in the action plan will be how we best utilise the strategic property fund, to be able to swiftly respond to new opportunities, this is likely to come forward as a separate project.

It also details how we will determine that land and property is surplus to requirements and what happens next.

Priority should be given to income generation, Council development for housing or service needs before disposal to partners or community users. However, we will need to undertake careful review and appraisal of asset use and viability on a case by case basis to ensure we are clear on whether we will prioritise divestment ahead of open market disposals on case by case decision. This will require a standard process but give a bespoke answer.

We also need to establish a fair and reasonable approach for small land transactions. These often require a similar level of effort and resources to bring to completion without a positive cost benefit. Developing a minimum pricing/prioritisation policy will aid more efficient use of resources in asset management. This policy will need to link back to our corporate outcomes and utilising resources appropriately.

6.8 Community Asset Transfer

Undertaking community asset transfer where there is a strong voluntary group with a compelling business case to acquire and manage Assets of Community Value, and they are able to use the asset for improved community or social outcomes. For those community

groups not ready for a full asset transfer or where the councils' preference is to retain the freehold ownership, a medium-term lease can allow them to still take control with limited liability. This approach should allow voluntary groups to flourish and increase activity, improve outcomes and attract external funding whilst divesting liabilities from the Council.

This process is most effective when it is developed in partnership with communities to develop shared visions, collaborative proposals and when we ensure that groups taking on the responsibility for operating assets have the support and capability to do this successfully. This can be a resource intensive and time-consuming process carefully managed and properly resourced.

There is not a one size fits all solution to shape community provision. Each area has a different starting point and has different needs. Rather than devising a high-level, theoretical vision and then trying to apply this top down approach across a range of different localities with different needs and starting points we need to do a more detailed piece of work to understand: -

- Changing service delivery models in our people and place-based services
- The potential for collaboration with our partners in the districts
- The state of our estate, the future liabilities and the potential of our assets.
- Through engagement with our communities, to better understand what they value and what they need.

The Community Asset Transfer Policy attached to this document in **Appendix B** covers this in greater detail.

6.9 Vacant Property

At any given time, the Councils will own and manage a number of vacant properties, land and buildings which are not leased out to third parties or used operationally. We need a focussed approach to managing these assets with a view to developing, re-using, leasing or disposing to keep vacancy rates and holding costs at a minimum. The most significant costs of holding premises vacant are business rates, security and maintenance.

In managing vacant properties, we aim to:

- Have properties in vacant management for a minimal time prior to re-use, disposal or letting
- Tailor the management of a vacant property having regard to location, vulnerability, property type, future use, existing condition etc.
- Maximise income generating opportunities where possible and minimise liabilities

We will document a specification as to how property will be managed, involving a number of activities focussing on security, maintenance, compliance, utilities, insurance, business rates and inspections.

6.11 Making the best use of resources

Procurement: The Councils recognise the need to have efficient and effective methods of procurement. Procedures are in place that support Contract Standing Orders and financial regulations which incorporate an emphasis on sustainable procurement.

Project Management Methodology: The Councils recognise that all major projects must be led by an officer with appropriate project management and technical skills. This takes into consideration capital bidding processes, corporate requirements and sustainability considerations.

Risk Management: Effective risk management allows the most to be made of opportunities, enables the right decisions to be made and objectives achieved. The Councils policy of embedding risk management into every aspect of the organisation ensures that risks are identified, managed and monitored.

6.12 Statutory compliance

Ensuring the portfolio conforms with statutory obligations is a high priority of the council. Failure to do so may expose council staff and clients to health and safety risks or expose the council to financial penalties. The statutory obligations for the portfolio and related professional services are varied and subject to continued revision and therefore need to be monitored closely.

We will work with the councils' Building Services and Health & Safety colleagues to ensure:

- Asbestos management
- Energy Performance
- Electrical and Gas Safety Certification
- Legionella monitoring and control
- Electrical testing certificates
- Water quality and water hygiene records
- Health and safety record keeping
- Fire risk assessments, fire and evacuation procedures and emergency lighting system tests
- Bacteriological testing of the hot and cold-water systems
- Servicing and maintenance records

7. Oversight and decision making

7.1 Decision Making

There is a need to ensure there are structures in place through which decisions are taken regarding management of the Councils' assets. The Council has adopted a Cabinet structure with delegated decisions being provided to Cabinet for each service area of the Council.

The Constitution of the Council sets out the rules under which the Council operates. The key parts of the Constitution in regard to the decision-making process are contained in Part 3 (Delegations) and Part 4 (Standing Orders, including Contracts Standing Orders and Financial Regulations and Financial Procedure Rules).

In a majority of cases decision making regarding Asset Management will follow the standard procedures from the Councils' constitution.

The following table sets out where/how decisions are taken which are relevant to the Asset Management function:

Approval Limits <i>(Any amendments to values stated in the constitution will automatically be carried into this policy)</i>	Approver
Property transactions above £250,000 capital value or at less than best consideration	Cabinet
Rental transactions <ul style="list-style-type: none"> • At less than market rental value or • Binding the Council to a future transaction that will be at less than market rental value 	Cabinet
All other property transactions which fall within their areas of responsibility, in accordance with the scheme of Delegations to Officers.	Strategic Director and Assistant Director Asset & Investments
Market value property transactions, below £150,000 capital value or binding the Council to a future transaction that will not exceed those limits.	Corporate Manager Strategic Property
Leases, licences or other property related contracts, as delegated by the Strategic Director and Assistant Director Assets & Investments	Corporate Manager Strategic Property

Table 3 -Governance

7.2 Transparent and Open Decision Making

Transparent decision making that is strategy and policy compliant is essential to excellent asset management. Every property decision will be taken by the appropriate body or person in accordance with the Councils' Constitutions and delegations, with minutes of all decisions in Cabinet or Council being published.

We are formally required to publish Officer decisions relating to transactions of more than £10,000 in value and publish notification of key decisions on the forward plan 28 days prior to taking the decision.

Delegated decisions affecting property will be recorded by the Corporate Manager Strategic Property so that these are available for scrutiny or audit. It is only in exceptional circumstances, such as commercial sensitivity or legal privilege, that information would be withheld from the public domain.

Mindful of the need to be able to operate on an equal footing with commercial investors and developers, and to be able to make quick and informed decisions in relation to property investment opportunities, the Councils have established a Strategic Property Fund to facilitate competitive opportunistic market transactions.

7.3 Portfolio Holder Briefings

Both Councils have a member responsible for Assets and Investments. These portfolio holders are consulted on all significant property development, regeneration, disposal, management, policy and investment opportunities, through regular periodic meetings with officers.

7.4 Strategic Property & Land Investment Funds

Each Council holds a £3 million Strategic Property & Land Fund to enable the council to act immediately when properties are available for strategic purchases

Allocation of a dedicated fund provides opportunity to react and secure when required land and property within the districts. These funds do not require a secondary decision-making process with the final decision to purchase delegated to the Strategic Director responsible for Assets & Investments in consultation with two Cabinet Members.

All transactions will have a thorough due diligence process and will follow the strict criteria and process set out in **Appendix E** and summarised below:

- The property/land will be within the districts;
- Both urban and rural opportunities will be considered;
- The purchases of the property/land would represent good value for money
- 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;
- No more than £1.5m will be paid for any individual land or property acquisition.

7.5 Responsibilities for Property Management

The Transactions Policy provides guidance on where responsibility lies for property transactions which is outlined in **Appendix A**. A more detailed list of responsibilities in **Appendix D** enables clear identification of where decision making, and action should take place amongst officers.

The Transactions Policy is supported by Delegations (**Appendix C**) and processes within the Strategic Asset Management Team to ensure that policy is followed whenever property transactions or decisions take place in that team.

7.6 Ongoing Monitoring and Review

Regular review of this SAMP is required to ensure that it continues to align with corporate aims and objectives, and that it remains fit for purpose in view of external and internal changes.

This SAMP will be subject to annual rolling operational review with a full review and comprehensive review at year 5. These reviews will be based on the principle that the SAMP will only be amended if significant change is required.

7.7 Data Management

The councils acknowledge that accurate and accessible data is essential to an effective system of asset management. Without accurate information it is impossible to assess the current health of the portfolio.

Asset data is currently held in a number of locations throughout the councils as described below:

System	Location/Owner	Description of data	System Type	How used for asset management
GIS & Gazetteer	Overlay data owned by service department.	Land ownership and other land data	CadCorp	Land ownership and responsibility designation
FAR	Financial Services	List of all the assets and book values	Electronic	Cross reference ownership and values
Deeds store	Shared Legal Services	Property Deeds and other property related documentation	Paper based files and records	Ownership and transaction records
Property document files	Asset Management service, Property Services	Individual asset and property files with hard copy documentation	Electronic and paper-based files and records	Asset management purposes
Performance system	Performance	Data on performance indicators and milestone data for project progression	Electronic/web based	Record performance data and monitor progress to regularly report

Table 4 – Data Locations

ePims

All property assets should be recorded on the ePims Lite system to aid public sector partnership working such as OPE. This is currently complete and up to date but will come under review as part of ongoing data work.

7.8 Corporate Property Asset Database

Establishing and maintaining an accurate and complete central property asset database is crucial to effective asset management. It enables swift, informed decision making and is an essential tool for reviewing the portfolio which can subsequently feed into review processes. This will assist with identifying asset specific compliance and risk assessment and will help with efficient and consistent property management and reporting.

A property database project has been proposed which will harvest data from existing sources to populate a robust database with core data on all property assets. This will then be linked to the Geographical Information System (GIS) digital mapping system. Lease details will be added, and scans of leases deeds and other documents attached.

This will form a complete picture of our property assets so that users can clearly identify the property we own, understand the legal situation and rights and obligations of occupiers, and deal appropriately with all property management issues. This will include lease renewal and rent review, repairing obligations, transfer of leases, new lettings, day to day management, health and safety, legionella, asbestos, routine maintenance, etc.

A thorough property review process will be possible when a comprehensive database is available to identify assets in relation to nearby property that we own, similar properties throughout the portfolio and the legal and other constraints and opportunities applicable.

Viewing access will be shared between both councils. Core data input rights will be designated and limited to specific post holders and deputies to ensure that the central data remains robust and controlled. The database will be cloud based so that it can be accessible by staff from any location.

8. Asset Performance

8.1 Performance Management

The Council has a corporate approach to performance management which feeds performance targets and indicators from individual Service Plans into the Councils' Corporate Plan. The process identifies under performance and seeks to support performance improvement and share learning from successes.

Regular monthly performance monitoring will take place and quarterly performance reports are submitted to Cabinet for oversight.

The approach adopted here is a pragmatic one focussing on a small number of indicators where data is robust and developing specific local operational measures which are relevant to delivery of the SAMP and which can be tracked over the longer term.

Key performance information is available and aligned to our strategic priorities.

The outcomes for both Finance & Investments and Housing are summarised as:

Health of the organisation – Our Outcomes

To provide strong, proud and inspirational leadership. People want to work with and for us. Dedicated and focused on positive outcomes for our communities. Innovative, creative, values driven, unafraid to do things differently and all provided against a backdrop of efficiency, and sound financial robustness. Helping us to achieve:

- A great place to work
- A great place to work and grow
- Places where we are encouraged, energised, and enabled to deliver our ambitions
- A robust financial strategy

Clear and strong performance targets and corporate guidelines for the investment asset portfolio in terms of new revenue contribution, occupancy rates and levels of rental arrears are being established. The Council has identified the need to review the environmental sustainability of the portfolio to ensure its assets are as energy efficient as possible and further work needs to be undertaken on the performance indicators that can be adopted and relevant data that can be captured to monitor this.

8.2 Program and Project Management

The councils operate within a project framework. This requires tasks that do not have a defined process to be undertaken as projects within the corporate process. Regular monthly Highlight reports will be requested for submission via the Project Office.

8.3 Recommended Performance Indicators

There are several different methods of adopting performance management and indicators to assess asset management performance.

The seven nationally recommended asset performance areas are:

- Condition of asset and required maintenance

- Environmental property issues
- Suitability surveys
- Building accessibility surveys
- Sufficiency (capacity and utilisation)
- Revenue (spend on property, energy, cleaning and rents payable)
- Capital (accuracy of forecasts of estimates and timing of works)

It is good practice for every organisation to choose indicators that are relevant to that organisation adopting best practice wherever possible.

However, relevance and priority need to be considered in using indicators that will directly monitor the Councils' asset base and indicate improvements required.

Strategic Performance Indicators

The following table outlines the recommended indicators that should be adopted and where they are adopted, along with the recommended action for implementing them if they are new:

Category	Objective	Indicator	Performance Target
Income	Rent collection v. Budget	<ul style="list-style-type: none"> • % of budget successfully collected reported in quarterly reporting 	90%
Occupancy (Void Management)	Maintain occupancy of income producing assets	<ul style="list-style-type: none"> • % occupancy 	90%

Operational Performance Indicators

In addition, we will monitor the following performance areas for operational efficacy:

Category	Objective	Indicator	Performance Target
Administrative Improvements	Establish robust property data to support performance improvement	% of asset data verified: <ul style="list-style-type: none"> • Full address • Asset reference number • Tenant • Rent • Keys dates 	100%
Premises	Ensure all properties are compliant with statutory legislation	% of built assets with current EPC	100% 90%

	Repairs and maintenance	% of built assets with EPC rating between A and D % spend on reactive repairs versus % spend on planned maintenance	
Operational Premises		% of operational properties with current risk assessments	100%
	Reduce resource usage costs on retained properties to contribute to the councils' overall targets	% of properties where holding costs assessed on £/psqM basis	90%
Surplus Assets	Minimise surplus assets	% of assets identified as surplus	

It is noted that some of the Performance Indicators above have already been established and some require further development and benchmarking.

8.4 Rationale for Performance Indicators

The above Performance Indicators have been selected following consideration of:

- Best practice against the recommended indicator areas.
- What is relevant to the Councils' property portfolio.
- What can reasonably and realistically be collected.
- Expectation of indicating performance in delivery of the Asset Management key strategic aims.

8.5 Benchmarking

Currently the Council does not undertake benchmarking of its Asset Management indicators.

The assessments, metrics and measures described above will provide information which will be compared to past performance within the organisation and enable comparisons with other similar organisations elsewhere.

This comparative benchmarking, as it is called, provides a valuable insight into performance trends, potentially giving 'sightings' of how the operations might be re-engineered to further improve services.

Internal performance measurement provides a trend line of performance, hopefully improving over time. It will immediately show where lapses in the performance of property assets or services have occurred and enable immediate remedial action to be taken.

External benchmarking offers the prospect of using the experiences of other organisations to leverage performance 'at home'. Again, this will highlight lapses of performance compared to other organisations, but care is needed to ensure that the metrics being compared are indeed entirely comparable – 'the apples with apples' comparison.

Once this SAMP is established, consideration of external benchmarking should follow. There are a limited number of benchmarking groups have been created over the years.

For those taking part in benchmarking schemes, there are key essentials to bear in mind:

- mutual trust and honesty, openness and a complete willingness to share information
- fully agreed and clear operational rules from the outset with an agreed operational programme
- agreement of key metrics and methodologies for collecting data and calculating performance.

The benefits of such benchmarking schemes include the innovation which comes from organisations that are trying out initiatives which may have inter-organisation application, the attention which can be directed towards the big efficiency and effectiveness drivers and the focus on under-performing property assets requiring particular management attention.

The variety of systems across the public sector will produce compatibility and comparability problems and these will need to be carefully handled.

8.6 Monitoring, Review & Challenge

Quarterly Cabinet Reports

Publication of a revised performance report which has been developed in collaboration with Cabinet Members, Senior Leadership Team and Corporate Managers.

The report highlights the six key priority areas from the Corporate Plan (2019 -27), together with information on the Health of the Organisation.

Firstly, providing a snapshot of the headline performance indicators against each priority, followed by progress on key objectives and narrative on other main achievements. The report also includes a 'look forwards' by providing key information on work commencing in the coming months. Taken in its entirety the report seeks to provide high level assurance that the Council is delivering against the Corporate Plan.

Sitting below the information, additional performance measures are set and regularly monitored by services to support operational and day to day management of the service, these remain available at any time as a self-service option, alongside performance information from previous years as part of the 'Our Performance' section located on Connect.

Monthly Programme Board Highlight Reports

Data will be submitted for regular monitoring of project milestones and outturns against indicators and targets.

These highlight reports include:

- RAG status – current, trend, overall, summary, time, cost, quality
- Issues
- Milestones
- Risks
- Change control

Fixed Asset Register (FAR)

The FAR:

- forms the basis of part of the Councils' annual return;
- forms the basis of decisions on risk and insurance issues;
- provides information on the age and potential lifespan of certain items; and
- provides assurance of the continued existence of the councils' assets.

It is regarded as a working document and requires updating when assets change status, are acquired or disposed of.

The start point for the FAR is agreed at the end of the preceding financial year. Any new assets will be recorded at their purchase price. The financial ledger should also be checked for all asset sales during the year which should be removed from the FAR. A stock take of FAR items should be undertaken regularly to ensure that all recorded assets can be physically verified.

A summary of the FAR is included in **Appendix G** and the full detailed FAR can be viewed in the Councils' accounts.

9. Action Plan

9.1 Property Review

Property Review is the regular assessment of property to examine whether it is performing in line with corporate property objectives.

Property reviews will be carried out on a proactive and need basis according to priority and a rolling programme at least once every three years according to asset status, geographical area, property type, or service type. Some assets will need more frequent reviews according to use or condition and some will be triggered at rent review, lease renewal or termination.

The review of each property will include: -

- Whether it is needed for the current use
- Opportunities for sharing occupation
- Condition
- Future major expenditure profile
- Suitability
- Utilisation
- Rights of occupiers
- Location
- Any development potential/ Review of Planning Policy
- Legal, physical and environmental constraints
- Income opportunities
- Regeneration possibilities
- Identification of Stakeholders

Analysing this information will enable consideration of all options for the future use of the property or properties being reviewed so that a preferred option can be chosen for action.

Acquisition opportunities require at least a similar level of scrutiny to ensure that any property acquired will perform well as an investment or service property. This process of “due diligence” will include looking at all of the property review matters listed above together with an understanding of likely future performance of the property.

A programme of property reviews will be drafted annually and carried out to ensure that over the life of this SAMP the portfolios are entirely reviewed. This will result in action plans including disposals, development and acquisitions.

9.2 Activities to deliver our Strategic Approach

The following activities constitute our strategic approach to Asset Management:

- Establishment of our corporate approach to property;
- Use of Intelligence mapping as part of a Strategic Fit Property Review;
- Aligning our approach to capital investment through the MTFP and C & I strategy and utilising strategic property fund and regeneration funds;
- Introduction of planned maintenance programme including revenue and capital prioritisation;
- Integration of sustainability principles into the Strategy of business as usual

- processes and practices;
- Delivery of accommodation and agile strategy;
 - Clear Facilities Management service delivery needs, and responsibility models developed across the portfolio;
 - Arrangements to ensure statutory compliance and safeguard users of buildings;
 - Review of Strategic Property Team knowledge, skills, and resources to support development of the SAMP and clarify service plan requirements and specification;
 - Performance review of external professional services contracts and supply chain management to ensure quality and value
 - Projects and prioritisation – importance and effort – plan better – important and urgent first approach

9.3 Action Plan for Assets

A number of areas for further examination have been identified comprising the action plan for assets.

The detailed list of action plan topics identified in 8.4 together with their current status are grouped as follows:

- Asset Strategy & Policies;
- Assets Intelligence;
- Assets Support to Delivery Programme Projects;
- Governance;
- Organisation for Asset Management;
- Processes;
- Office Accommodation

9.4 Action Plan Topics and Priority

Item	Action	Rating (High, Medium, Low)
ASSET STRATEGY & POLICIES		
	Corporate Property Strategy & Asset Management Plan <ul style="list-style-type: none"> Draft document produced. 	High
	Transaction Policy <ul style="list-style-type: none"> Draft Transaction Policy for Land and Property produced. 	High
	Lease Management Procedures <ul style="list-style-type: none"> Lease Management Approach and Procedures document to be produced. 	High
	Strategic Maintenance Procedures <ul style="list-style-type: none"> Discussion paper to be produced outlining approach to Strategic Asset Maintenance Planning. Approach to maintenance planning to be agreed 	High
ASSETS INTELLIGENCE		
	Assets inventory <ul style="list-style-type: none"> Additional data added to register of assets as part of SAM project. 	High
	Intelligence maps <ul style="list-style-type: none"> Phased approach to production of GIS based maps defined. Work in hand to produce intelligence maps of public assets in key target locations for review 	Medium
	Baseline profiles of assets – pen pictures <ul style="list-style-type: none"> Work to document information in respect of each asset as part of property review. 	Medium
	Strategic Fit Property Review <ul style="list-style-type: none"> Assessment of principal assets for retaining in current use; alternative use; disposal and identify opportunities for other public assets to meet identified needs. Attend regional OPE meetings to share best practice and develop SAMP approach further. 	High
	Statutory Compliance Review <ul style="list-style-type: none"> Review of current status of programmes to identify and manage issues in respect of health & safety; asbestos; legionella etc. 	High
	Identify outstanding maintenance requirements <ul style="list-style-type: none"> Survey work to update property condition information and identify need for work as part of Strategic Maintenance Plan. Use information to contribute to budget process addressing investment requirements. 	High
ASSETS SUPPORT TO DELIVERY PROGRAMME PROJECTS		

	<p>Delivery of key & strategic sites</p> <ul style="list-style-type: none"> Identify range of development initiatives being considered and contribution of assets to investment appraisals and business cases. 	High
	Develop housing pipeline	High
	<p>Develop the locality approach</p> <ul style="list-style-type: none"> Identify potential contribution of Council assets to local economy and sense of place. Identify sites to acquire as part of existing capital or regeneration projects to aid development and placemaking. 	Medium
	<p>Delivering the Public Realm differently</p> <ul style="list-style-type: none"> Contribute to review of management and ownership arrangements to ensure integrated approach. 	Medium
	<p>Customer Access and Demand Management</p> <ul style="list-style-type: none"> Facilities Management input to Customer Access Strategy. 	High
	<p>Commissioning for outcomes</p> <ul style="list-style-type: none"> Contribute ideas on alternative procurement and supply chain opportunities. Review existing contracts, suppliers and spend analysis. 	Low
	<p>Sheltered Accommodation Review – assets advice</p> <ul style="list-style-type: none"> Alternative use and development opportunities. Impact of 'deregistering' units and potential for right to buy. 	Medium
	<p>CIL implementation</p> <ul style="list-style-type: none"> Valuation aspects and future impact of land values on affordable housing and council obligations. 	Medium
	<p>Developing our strategic approach to leisure</p> <ul style="list-style-type: none"> Property considerations of future contract negotiations for management contracts with different providers. Schedules of condition and responsibilities for financing maintenance and building improvements. Identify assets issues in respect of play and amenity space provision. 	Medium
GOVERNANCE		
	<p>Programme Boards</p> <ul style="list-style-type: none"> Proposed model outlined in Integrated Strategic Asset Management Report. Proposals to Programme Boards 	Medium
	<p>Review Scheme of Delegations for Property</p> <ul style="list-style-type: none"> Draft produced and forms part of SAMP 	High
	<p>Review Financial Limits for Property</p> <ul style="list-style-type: none"> As part of Contract Standing Orders. 	Medium
ORGANISATION FOR ASSET MANAGEMENT		
	<p>Integrated organisation for asset management</p> <ul style="list-style-type: none"> Proposed model outlined in Integrated Strategic Asset Management Report. 	Medium

	<p>Performance review of existing property contracts</p> <ul style="list-style-type: none"> Review current performance against KPIs (to be produced) and engage with key suppliers to agree actions to address areas for improvement identified. 	Medium
	<p>Commissioning arrangements for Building Professional Services</p> <ul style="list-style-type: none"> Review specialist services and call off arrangements and pricing. 	Low
	<p>Contracts Procurement and Delivery Strategy</p> <ul style="list-style-type: none"> Review of responsive maintenance contract arrangements. 	Low
PROCESSES		
	<p>Integrate asset management systems with financial system</p> <ul style="list-style-type: none"> Contribute to process improvement project to ensure system improvements deliver improved functionality. 	Medium
	<p>Select and populate Computerised Asset Management System</p> <ul style="list-style-type: none"> Contribute to specification of asset management requirements for corporate assets database. 	Medium
	<p>Review works order processing and invoice payment systems</p> <ul style="list-style-type: none"> Identify current areas for improvement and contribute to process improvement work. 	Medium
	<p>Agree set of local performance measures and adopt local performance indicators to assist delivery of operational improvements</p> <ul style="list-style-type: none"> Identify measures and agree standards and KPIs. Agree reporting details and frequencies. 	High
	<p>Review customer feedback arrangements</p> <ul style="list-style-type: none"> Agree customer satisfaction surveys and consultation arrangements. 	Medium
	<p>Consider benchmarking performance with peer groups</p> <ul style="list-style-type: none"> Consider benefits of participating in peer group performance benchmarking as part of membership of the AMP Network once SAMP embedded to garner additional value from performance management 	Low
OPERATIONAL ACCOMMODATION		
	<p>Accommodation & Agile Strategy</p> <ul style="list-style-type: none"> Principles produced; SLT & ELT briefed Space Planning brief and new normal to be established 	High
	<p>Depot Review</p> <ul style="list-style-type: none"> Assessment of principal assets for service needs; alternative use; disposal, and identify opportunities for other public assets to meet identified needs 	High
	<p>Leisure Centre Review</p> <ul style="list-style-type: none"> Assessment of principal assets for service needs; alternative use; disposal, and identify opportunities for other public assets to meet identified needs 	Medium

APPENDICES

Appendix A

Babergh and Mid Suffolk Councils Property Transactions - Policy and Procedures

1. Purpose of this Document

1.1. To set out the Councils' policies and operational arrangements for effectively managing transactions affecting their property portfolios.

2. Background

2.1. Property is the Councils' most valuable asset after people and is essential for the effective provision of all Council services. It is a major user and producer of both capital and revenue. The Councils view property as a dynamic asset which must be continuously reviewed, improved and rationalised to drive efficiencies and ensure that our property is an effective platform for delivery of quality services to the people of Babergh and Mid Suffolk.

2.2. This document sets out the policy and procedures to be followed to ensure that the process of acquiring, leasing or disposing of property by the Authorities is clearly defined and controlled, to achieve best value and avoid any impropriety. This policy is an appendix to the Councils' Strategic Asset Management Plan (SAMP) and replaces any previous policies of the Councils regarding the general acquisition, review and/or disposal of property.

2.3. This policy does not override procedures for disposal by formal sealed tender. It also does not affect arrangements for the leasing of the Councils dwellings to individuals as their home through granting secure tenancies, which remain under the control of the Housing teams.

3. The Meaning of Corporate Property

3.1. The property belonging to the Councils is a corporate asset occupied by Council services. The services will ensure that the property they occupy is managed to minimise risks and costs, and to deal with maintenance needs. Property will remain available for use by other services, shared use or for disposal according to corporate priorities. The property needs of all services will be considered when property reviews take place to maximise utilisation and release surplus property. Occupying services do not have the authority to agree terms for lease or sale of any property (as further detailed below).

3.2. The Councils will strategically consider their property holdings, continuously reviewing their portfolios and making necessary changes in occupation, releasing surplus property and making capital investment, to ensure that overall the property holdings are contributing to the Councils' Priority Outcomes set out in the Joint Strategic Plan and meeting the Corporate Property Objectives.

3.3. Capital receipts arising from property sales may be a persuasive argument in making a business case for a particular scheme. However, Capital receipts are dealt with corporately and there is no requirement that the sale of a particular asset will result in the capital receipt being allocated to the last occupying service. Capital

receipts will be added to the general capital funds of the Councils and allocated as part of the Corporate Capital Programme approved according to corporate priorities

4. Legal Framework

4.1. All property transactions carried out by the Councils are governed by the general land law applying in England and Wales. In addition, there are particular areas of legislation applicable to local authorities only.

4.2. Section 123

4.2.1. When the Councils are disposing of land and property in their ownership they are subject to the provisions of Section 123 of the Local Government Act 1972 which states that *“Except with the consent of the Secretary of State, a Councils shall not dispose of land ... otherwise than by a tenancy of less than seven years, for a consideration less than the best that can reasonably be obtained”*.

4.2.2. The General Disposal Consents issued by Central Government, allow disposal of property at less than best consideration without the consent of the Secretary of State, providing that the authority consider the disposal would contribute to the promotion or improvement of the economic, social or environmental well-being of the whole or any part of its area, or all or any persons resident or present in its area and the sale price is no more than £2 million below 'best consideration'.

4.3. Crichel Down

4.3.1. The Crichel Down rules were developed by Central Government in relation to large areas of land such as military airfields, training camps, weapons ranges, etc. acquired by, or under the threat, of compulsory purchase. The rules require Central Government departments to initially offer any such surplus land back to the original owner at full market value as if the land had not been developed. The rules are recommended to local authorities but are not mandatory, due to the complexities resulting from successive local government reorganisations which make tracing original owners and identifying the purpose/method of acquisition very time consuming.

4.3.2. The Councils therefore cannot undertake that they will always be able to implement the rules when they are applicable to a proposed disposal. However, steps will be taken to attempt to identify the original method of acquisition and if a Crichel Down situation is identified, to identify the original owner. Where property is known to have been compulsorily acquired and the particular circumstances make offering it back to the original owners desirable and equitable, then this route will be pursued.

4.4. Compulsory Purchase Powers

4.4.1. Various legislation gives the Councils the powers to acquire property through compulsory purchase for purposes such as housing, leisure, planning schemes, etc. The process first requires identification of the land required for a particular scheme. A schedule of ownership and statement of reasons for

compulsory purchase are then publicised and submitted to Central Government. A Public Inquiry will follow if objections are received. If the Compulsory Purchase Order (CPO) is confirmed by Central Government, then the ownership of the land will pass to the Councils and the former owners will receive compensation based on the market value of their interest and other qualifying losses resulting from the compulsory purchase legislation.

4.4.2. These powers need to be used only when appropriate as they deprive owners of their property and in some cases their homes. However, CPO is a useful means of forcing action from landowners who allow their property to become derelict or stand in the way of much needed public schemes.

4.5. Councils' Policy

4.5.1. Property dealings by the Councils are governed by the following Council Policies:

4.5.2. **The Strategic Asset Management Plan (SAMP)** - Provides an overall strategy for the effective management of all of the Councils' property

4.5.3. **The Constitution** - Sets out how the Councils is governed. It governs the scheme of delegations for property transactions which includes delegations to officers that allow them to deal with day to day property transactions and management. Higher value and sensitive transactions will require Cabinet or full Council approval. A Register of Delegated Decisions for disposals, acquisitions, new leases and other significant transactions, will be maintained by the Corporate Manager for Strategic Asset Management under the direction of the Assistant Director Assets and Investments.

4.5.4. **The Member's Code of Conduct and Code of Conduct for Local Government Employees** - Documents which govern the conduct of Members and officers to ensure that they are aware of the need to act with propriety and care throughout their work for the Councils, including the negotiation and completion of all property transactions.

4.6. Babergh and Mid Suffolk District Councils' Corporate Property Objectives

4.6.1. The following Corporate Property Objectives are set out in the Strategic Asset Management Plan.

- **Occupying Efficiently**
 - a. Well Maintained**

Our operational property will be maintained to a good standard with resources applied effectively to reduce whole life costing.
 - b. Well Used**

We will aim to ensure that our property is fully utilised.
 - c. Costs Controlled**

Property costs will be actively managed and continuously challenged to ensure value for money and to achieve savings where practical.
 - d. Income Opportunities Taken**

All property will be regularly reviewed to ensure that new and existing income opportunities are realised and maximised.

e. Sufficient Property

We will continue to hold those properties required, to meet service and customer needs subject to having sufficient resources to fund continued operation. Where property does not meet service or customer needs or cannot be financed, it will be declared surplus and disposed of unless there are specific strategic reasons, to retain it in the short term, or to hold it for income generation.

f. Maximising Gains from Surplus Property

We will ensure that when surplus property is identified we use it effectively to maximise gains for the community by housing delivery, stimulating the local economy and/or raising capital for further investment.

- **Meeting Customer Needs**

- a. Well Located**

- We will strive to locate our property where it meets our customers' needs.

- b. Accessible**

- We will take steps to ensure that our property is accessible to all of our customers, visitors and staff.

- c. Outward looking**

- We will continually review opportunities to work with local communities, other organisations and businesses to provide property in partnership where this is to the benefit of our customers and is financially viable.

- d. A Positive experience**

- We will seek to provide customers, visitors and staff with a positive experience in terms of the quality and suitability of our properties, for delivery of the services provided at each location.

- **Sustainability**

- a. Sufficient Financial Resources**

- We will only retain property which we forecast can continue to be funded in the medium term.

- b. Transport Routes**

- We will strive to ensure that properties providing customer facing services are located and have the facilities to enable them to be accessed using the usual forms of transport (on foot, bicycle, motor vehicle, public transport).

- c. Design and Construction**

- Whenever we invest in improvements, extensions or new build, to employ sustainability and whole life principles in design and construction.

- d. Reducing Consumption**

- We will continue to act to reduce consumption of physical resources and to reduce energy usage within our properties to ensure their impact on the environment is minimised.

- **Flexibility**

- a. Changes:**

- Our properties will be flexible to take account of changing circumstances, including: -

- i. Working Patterns**

- Increasing home working, agile working, and flexible work patterns.

- ii. Technology**

- Rapidly changing technology. For example, in the areas of; transactions, communication and transportation.

- iii. Service Models**

- Innovative methods of service delivery affecting the type of property required to deliver services.

- iv. Customer Needs and Behaviour**

- Changes in demographics, health, consumption, travel, means of accessing services and customer expectations. **Maximising**

- b. Ownership Models**

- As owners, landlords and as tenants, we will choose appropriate occupation models for owning and leasing property, to ensure that financial resources are used efficiently, and flexibility is retained.

- **Strategic Property**

- a. Strategy**

- We will invest in property within the parameters of Investment Strategies which seek to maximise returns on our investments, having regard to the further objectives detailed at items b to f below.

- b. Satisfactory Return**

- We will actively manage the investment properties, minimising voids, enforcing lease obligations and recovering monies owed, to ensure that our investment property performs well, producing a satisfactory rate of return when compared to industry benchmarks for the type of property investment concerned.

- c. Maintained**

- We will ensure that our investment property is adequately maintained to meet our contractual obligations and to maintain value, and that whenever possible maintenance costs are recovered from occupiers.

- d. Supporting Regeneration**

- We will favour investment in property to support Regeneration whenever we can demonstrate that a satisfactory rate of return can be achieved and that the property to be acquired will meet the other parameters of the property investment strategies.

- e. Flexible in Changing Markets**

We will aim to invest in properties which give flexibility for future changes in property markets to ensure a robust investment portfolio.

f. Regularly Reviewed

The Investment Strategies, portfolio composition and individual property investments, will each be regularly reviewed to ensure that they are aligned with corporate policy, the Property Investment

5. Disposal of Surplus Property

5.1. Property Review

5.1.1. The identification of surplus property will be achieved by the continuous Property Review process set out in the Strategic Asset Management Plan. Property holdings will be reviewed by area, property type and service user. Property reviews will identify the properties concerned, gather data, ascertain service and user needs, to identify the opportunities and actions required, to; minimise costs, maximise income, produce development sites and provide for service needs. This process is augmented by each service identifying future property requirements and property problems, as an integral part of Service Planning and Service Asset Planning. These processes reveal where property is surplus, or acquisition is required. It is then necessary to follow the procedures set out below to dispose, lease or acquire as appropriate.

5.2. Procedure for Disposal

5.2.1. When the Strategic Property Team or occupying service, identifies property that it considers might become surplus appropriate investigation will occur to identify constraints, opportunities within the wider asset strategy and likely timescales.

5.2.2. If a Service expects that a property it occupies may become surplus to its needs, then that service will inform the Strategic Property Team and advise them of the likely timescale.

5.2.3. In either case, the Strategic Property Team will consider other Service's requirements and if appropriate will liaise with other Services to ascertain whether they have a need for the surplus property. This consultation will not be required when it is obvious that the property has no further useful service purpose, or it has already been resolved to dispose of the property.

5.2.4. Responses received will be used to help assess the best future use for the property. There is no presumption that the property will stay with the Service that is declaring it surplus to their needs, or that other Services requesting the property will be allowed to take up occupation. A decision on future use will be made in light of the entire property needs and priorities of the Councils in accordance with the SAMP.

5.2.5. If a significant decision is proposed such as closure of a point of service delivery or disposal, the Strategic Property Team will consult with the Cabinet Members, Senior Leadership team, programme boards, local Member and the

Town, Community or Parish Council as appropriate. This will not be necessary for non-contentious disposals of small areas of land to individual homeowners.

5.2.6. If no Council use is appropriate, authority will be sought to have the property declared surplus and it will either be sold or, if suitable and meeting investment criteria, held for income generation. Where a decision of Cabinet is required the report will set out the principal proposed terms and seek delegation to the Assistant Director Assets and Investments of all steps required to conclude the disposal at the stated value (or a better price). These steps may include for example, the marketing method, negotiating terms, instructing solicitors, disposal in part, appointing agents, making planning applications or carrying out works of demolition or improvement to increase value.

5.2.7. If disposal is identified as the correct course of action, then the Strategic Property Team will conclude all work required to effect a sale. The proceeds of sale will be added to the corporate capital funds, unless there is a legal requirement to do otherwise.

The administrative procedures of the Strategic Property team will ensure that the proposed transaction has been valued by a suitably qualified Chartered Surveyor and that best value is to be achieved. A Cabinet decision will be required in the event of a disposal at less than best value, for example where there are significant benefits to the community.

5.2.8. The budget and costs of holding the property until disposal will be transferred to the Strategic Property Team by the last occupying Service on the date when the property is fully vacated by the Service, in a condition ready for marketing, or the property is declared surplus, whichever is the later. This will ensure that occupying Services are encouraged to notify their intentions at the earliest possible opportunity, thus allowing time for site investigations, the submission of planning applications, and disposal to take place as close as possible to the date when the property is fully vacated, thereby saving revenue costs.

6. General Procedures

6.1. The Assistant Director Assets and Investments and Corporate Manager Strategic Property have delegated authority to agree terms for the disposal, acquisition or leasing of Council property. The only exception is the leasing of houses, bungalows or flats to individuals under Secure Tenancies covered by the Housing Acts, to provide individuals with a "Council House". The terms of these Secure Tenancies may only be agreed by the Housing team and are otherwise outside the scope of this document.

6.2. Surveying staff within the Strategic Property Team will be authorised to quote and negotiate draft terms on any property for sale or lease, or for property proposed for acquisition by purchase or lease. No other officer may quote or negotiate terms for the sale, lease or acquisition of (non-council house) property.

6.3. For disposals of freehold and ground leasehold interests, meeting best consideration requirements, Corporate Manager Strategic Property will prepare a report stating the agreed draft terms and submit this to the Assistant Director Assets

and Investments, seeking authority to instruct Legal Services to complete the transaction.

6.4. For leases and other similar agreements such as easements, licences and concessions, we will seek an independent report stating the agreed draft terms, supported by a valuation signed or countersigned by an officer who is a Chartered Surveyor, and submit this to the Corporate Manager Strategic Property seeking authority to instruct Legal to complete the transaction.

6.5. Where insufficient delegated authority exists, the matter will be referred to the Assistant Director Assets and Investments or Cabinet as required by the Scheme of Delegations for Property Transactions.

6.6. Following these procedures will ensure that property matters are dealt with in a co-ordinated fashion ensuring that best value is obtained and corporate objectives are aligned

6.7. Seeking consent from Central Government for sales at less than best consideration which are not covered by general consent will only be considered in rare circumstances where there are significant advantages to the Councils and only with Cabinet approval.

7. Definition of Roles and Responsibilities

7.1. Conflict of Interest and the Code of Conduct

7.1.1. Officers and Members are required to avoid any conflict of interest in the exercise of their duties both under their respective Codes of Conduct and the requirements of any relevant professional body of which they are a member. Where a Member or an officer of the Councils is the prospective purchaser of surplus property an independent written valuation will need to be obtained at the expense of the Member or Officer concerned. Cabinet approval will be required for all such transactions.

7.1.2. Members or officers who have been directly involved in the decision to declare a property surplus, or in the management or marketing of the property will be prohibited from purchasing or leasing the property other than at Public Auction and only then if the Strategic Director or Chief Executive Officer is satisfied that no conflict of interest has arisen. In the case of a sale by auction, formal written permission for the officer or Member to bid for the property must be sought from the Strategic Director or Chief Executive Officer as soon as the property is brought to market.

7.2. Member Roles and Responsibilities

7.2.1. Members have an important role in promoting the local economy and regeneration of Babergh and Mid Suffolk. To this end they may discuss in general terms property that the Councils have on the market and introduce third parties who wish to invest in Babergh and Mid Suffolk, to the Strategic Property Team.

7.2.2. To ensure transparency and propriety in decision making, no Member may quote or negotiate terms for the acquisition, leasing or disposal of property involving the Councils (whether as vendor, purchaser, lessee or mortgagee) nor

be present during such negotiations save where the Member is ordinarily employed in such capacity on behalf of clients whereupon they must immediately declare a pecuniary interest and not engage in lobbying other Members or officers relating to that transaction.

7.2.3. No Member may bring undue pressure on other Members to attempt to influence the terms of any property transaction relating to price, against the advice of professional officers. Members may convey the concerns or aspirations of their ward constituents to the Assistant Director Assets and Investments who will decide whether these should be reflected in the draft terms.

8. Disposals to Community Groups

8.1. A range of Community Groups may seek to lease or purchase property from the Councils to support their objectives. These transactions will be carried out at a market value (best consideration), which takes account of proposed terms which restrict the use of the property, other than where the use of property and their community objectives support the Councils' vision and Joint Corporate Plan. Each transaction of this nature will need approval from the Cabinet.

8.2. Sales to Community Groups may, in exceptional circumstances, proceed at less than best consideration and in those cases where this is considered appropriate, the amount of "subsidy" or significant positive social value must be clearly identified in a report to Cabinet, and a decision made on whether this is acceptable to the Councils in the light of the wider benefits that will arise from releasing the property for the proposed purpose.

8.3. New leases to Community Groups or similar organisations, will only occur at market rent. Where the relevant Service which deals with such a group undertakes to provide financial support to that group this will be from the Service's own budgets and not via a reduced rent, to ensure that the amount of subsidy is transparent.

9. Acquisition

9.1. The Councils will acquire property either for specific schemes such as public space improvement or regeneration projects, or for investment to generate income from assets.

9.2. Where it is proposed to acquire land for individual schemes in the Capital Programme, the relevant Project Manager will instruct the Strategic Asset Management Team directly to negotiate suitable terms for recommendation to the Cabinet or the Assistant Director Assets and Investments. As the time taken for acquisition is often lengthy, it is the responsibility of the Project Manager to identify likely timescales and budgets before drawing up a project plan and to issue instructions at the earliest opportunity. If insufficient time is allowed by the Project Manager, the project may fail or run outside programmed timescales. The possibility of needing to use Compulsory Purchase powers should be taken into account in project planning as this will add a considerable period to the process of acquisition.

9.3. The Constitution includes delegations to the Assistant Director Assets and Investments that authorise acquisitions below certain limits. All acquisitions above those limits and any sensitive acquisitions must be approved by Cabinet.

9.4. Where the owner of property to be acquired is a Member or Officer of the Councils or a close relative of a Member or Officer, then an independent valuation of the property must be obtained to accompany the report of proposed terms to Cabinet.

10. Leases

10.1. The law relating to Leases, Licences and Tenancies at Will is complex and varies according to the particular use of the property. Tenants can gain security of tenure and rights to compensation. In some cases, the tenants will gain a right to purchase the freehold. It is therefore essential that any occupation of Council property by third parties is governed by appropriate legal agreements negotiated by suitably qualified property professionals from the Strategic Asset Management Team. No officer may allow a third party into possession of Council property without first obtaining the consent of the Assistant Director Assets and Investments.

10.2. The only exception to this will be the lease of Council dwellings on Secure Tenancies, the terms of which will be the responsibility of the Housing Team and any officers within the service that they may authorise.

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Appendix B

Community Asset Transfer Policy

Background - Community assets

The Councils' own a number of assets that bring about a benefit to communities. This includes:

- recreational and sports facilities often in parks and open spaces
- assets that sit within the Councils' portfolio that maybe leased or provided as a grant in kind to voluntary organisations that benefit communities and residents due to the specific work undertaken by the organisations concerned

There are a number of definitions to community assets but in the context of the District Councils' they are land and buildings owned or used by the council or leased or managed by community organisations for the benefit of residents and communities and include community centres, sports facilities, recreational facilities and other buildings.

It is important to recognise that the Districts have a variety of buildings and facilities under different ownership including public, voluntary and private ownership, that are used by communities for community led activities.

In many cases, the voluntary sector is best placed to host community facilities as their management and use can be more responsive to the needs and opportunities of communities. Assets held in this way can also play an important role in supporting and sustaining the third sector with facilities being managed by the people who regularly use them.

Why is a community asset transfer policy required?

There may be times when council owned community assets used by community and voluntary organisations are returned to the council, are surplus to requirements, uneconomic to maintain or could be better run by the community themselves.

The development of a community asset transfer policy therefore provides a mechanism for the council to have a clearly defined approach to the future of these assets that will:

- define when community asset transfer is appropriate
- ensure the process for community asset transfer is transparent
- apply a consistent approach to the assessment and process of transferring assets in the future, focussing on securing social, economic and environmental benefits of the asset
- ensure the efficient use of assets to minimise cost

What is Community Asset Transfer?

Community asset transfer is the transfer of land or buildings from the councils' to parish councils or a third sector organisation.

Community asset transfer has the potential to achieve a number of objectives:

- to form long-term partnerships with third sector organisations
- devolving responsibility & decision making to communities
- providing assets for wider voluntary and community sector use

- maximising community benefit
- minimising financial liability for the council in the future
- supporting the building of social capital.

Community Asset Transfer can take place in different forms including through:

- a management agreement
- a licence to occupy
- a short lease
- a long lease
- freehold

Community Asset Transfer may involve a transfer at less than market value, at a reduced cost, peppercorn rent or free of charge. The level of subsidy applied to the asset transfer, will be determined by the social, economic or environmental benefits generated by the transfer and the value of the asset.

Community Asset Transfer can apply to community buildings, community facilities and also other community venues owned by the council.

What criteria will the council use to consider a Community Asset Transfer?

When a community asset is returned to the council, is no longer viable or it has been assessed that there is an opportunity for the community to run the facility better, a stage one asset review will be undertaken. This provides a high-level assessment of the future options for the asset including whether the asset is appropriate for Community Asset Transfer.

Other options include:

- Disposal
- Change of use
- Retention within the council

When community asset transfer is determined as the preferred option, the asset will be advertised for community asset transfer through direct engagement with identified stakeholders.

Bidding organisations will be asked to provide a business case, demonstrate that they have the capacity to run the facility and show how they contribute towards the Councils' corporate objectives.

Proposals from community organisations which set out to improve the wellbeing of the whole community or those which include the co-location of several organisations will be encouraged in this context.

How will community benefit be maximised?

To ensure that the property delivers maximum community benefit, the organisation concerned will need to ensure that the premises are used primarily for community-based activities that directly benefit:

- the local community
- residents of Babergh and Mid Suffolk.

Where appropriate, the building should be available for hire for general community use including weekends with priority given to local groups and grass-roots organisations. This requirement will form part of the transfer arrangements.

The arrangements will also where appropriate provide opportunities for the organisations to be able to sub-let. The focus will be a flexible approach to the development of lease arrangements to maximise the benefit to the voluntary organisation, the councils and wider community.

What tenure will be granted?

There is not a one size fits all solution to shape community provision. Each area has a different starting point and has different needs.

The Councils' preference will be to retain freeholds wherever possible favouring leasehold divestments to communities on appropriate lease terms according to their business case and capabilities.

This approach should allow community groups to flourish and increase activity, improve outcomes, and attract external funding whilst divesting liabilities from the Councils.

For how long will leases be granted?

The councils will consider the specific needs of the community organisation, the condition of the asset and the requirements of any funders. The length of the lease will be based on:

- the business plan
- the capacity of the organisation to manage the asset
- financial capacity - any future requirements for the asset by the councils
- the condition of the asset.

Once granted, leases can be extended or restructured at a future stage, to meet the changes to the organisation's activities or circumstances.

Community asset transfer leases will be accompanied by a service agreement that will define the expected benefits of the community asset including any requirement for use of the asset by local residents for locally organised activities or use as a polling station. This may include the hours the asset is made available to local communities.

Leases will contain clauses that prevent the asset being assigned or sold on for unintended financial gain and the loss of the community agreed benefits.

Leases will also contain suitable clauses to ensure the return of the asset to the councils if the terms of the service agreement are not met, or in the case of dissolution, insolvency or corruption.

How will community assets available for transfer be advertised?

The Councils will advertise the availability of community assets through the councils' website, various information networks available to the council and by directing notifying voluntary and community sector organisations.

Property maintenance

The lease will define responsibility for maintenance and repairs, insurance and all outgoings on the property. The Councils will provide information that it holds on the condition of the property. This assessment will be provided as a guide and the future tenant should carry out their own checks, as the property may have deteriorated further since it was last surveyed. The assumption is that property maintenance will be the responsibility of the lessee.

What should the business case for community asset transfer contain?

- full details of the services and activities to be provided from the asset including any partnerships or co-location plans with other organisations
- evidence of the management capacity and experience of the bidding organisation to utilise and develop the asset
- detailed evidence that use of the asset is financially sustainable over the life of the proposed tenancy and will not incur future financial liabilities for the councils; the councils will assist by making relevant information and data available on request
- details of the anticipated benefits that the asset will produce and how these will be measured and evaluated - details of the type of asset transfer and lease terms sought
- evidence of support from councils' officers, councillors, other voluntary organisations, local stakeholders

Assessment criteria

Organisations (or lead organisation where there is a consortium or partnership applying) are required to meet the councils criteria for commissioning. If these criteria are not met, no further consideration will be given to an application.

The business case assessment criteria will be made up of three sections:

- Organisational criteria (see notes below)
- Social value assessment (based on the councils' emerging Social Value Framework)
- Activity specific assessment

The assessment forms for both expressions of interest and business cases are available on request.

Examples of organisational criteria that might be included are found in the table below. This is not an exhaustive list and at all times compliance with the organisational criteria will be proportionate and relevant to the size and value of the asset and the length of term of the asset transfer.

Provider's organisational criteria

Management

You must have appropriate governance arrangement in place, hold regular committee meetings, including an annual general meeting; have a current business plan or demonstrate that one can be developed for the organisation.

Financial systems

You must comply with all financial and accounting requirements of charity and/or company law and follow good practice in relation to internal financial controls. If you are a new

organisation, you should demonstrate how you will implement good financial systems in future.

Equal opportunities

You must have a written equal opportunities/diversity policy and code of practice that comply with current relevant legislation.

Insurance

Your organisation must have adequate insurance cover for activities, events, staff, premises, equipment, vehicles including: Public liability; employer's liability cover if staff are employed; property and equipment insurance.

Criminal records checks

You must ensure and have evidence that all staff and volunteers working with children and vulnerable adults have been vetted through the disclosure and barring service. DBS checks should only be requested for eligible roles and not for all staff if it is not needed.

Safeguarding children and vulnerable adults

Organisations working with children and vulnerable adults must have safeguarding children and adult's policy and procedure in place. Staff and volunteers working with children and vulnerable adults must be appropriately trained. Evidence of these policies will be requested.

Equality

Detailed knowledge of the districts and an understanding of how to apply that knowledge to engage / work with / deliver services in the districts. Evidence of activities and services being designed to be accessible to as many residents as possible.

Cost

The ability for the organisation to meet any rental payments, pay external and internal repairs, insurance and utility costs. Evidence of a clear budget with income and expenditure expectations should be provided for the life of the proposed tenancy.

Indicative assessment process for community asset transfer applications?

Detail and processes included in each stage are below:

Stage 1 – Advertising of Community Asset Transfer opportunity and request for expressions of interest - Maximum of 4 weeks

Stage 2 – Review of expressions of interest received by council officers. Successful applicants informed - 4 – 6 weeks depending on volume

Stage 3 – Selected organisations to compile business case - 4 – 6 weeks

Stage 4 – Business case assessment by council officers and senior staff. Agreement in principle for one applicant - 4 – 6 weeks

Stage 5 – Professional advice and council report - 6 – 8 weeks

Stage 6 – Lease agreement and completion - Maximum of 12 weeks

Ongoing - Asset transfer review Annual review of the service agreement targets and measure benefits - Where applicable, 5-yearly renewal of the service agreement

Breakdown by stage

Stage One

Once a building is identified as suitable for community asset transfer it will be advertised as open for Expressions of Interest.

This will be done by:

- Placing an advert on our website
- Engagement with residents local to the building
- Community newsletters will include the opportunity / websites/ notice boards as appropriate
- Parish Councillors and Ward Members

An open day will be held at the building in this time for organisations to inspect the building. During this window, the webform can be used to submit an Expression of Interest in leasing the property (guidance available).

Stage Two

Council officers will review all Expressions of Interest against identified criteria (see the Expression of Interest guidance). Officers may ask for meetings with organisations to clarify points within the submitted form. Organisations that satisfy the criteria for use will be informed by letter and invited to submit a more detailed business plan for their use of the centre.

Stage Three

The business case can be submitted in any relevant format but will need to reference:

- Organisational objectives and aims
- Evidence of the organisations previous impact and service delivery
- Specifics around the use of the building and what services/activities will be delivered from it
- Robust financial planning including details of any planned investment into the building and evidence of current financial capacity
- Evidence of the community need being address by the organisations plans and demonstrable community endorsement
- Evidence that new services and activities would not duplicate existing provision in the local area

Not essential but desired:

- Evidence of partnership working with other organisations
- Detail of the evaluation processes which will be used to measure the outcomes of the buildings' use During this business case development phase, organisations may request a meeting with council officers to discuss their draft plans before submission.

Stage Four

All business cases will be reviewed by council officers and relevant professional for suitability. Applications will be assessed against the criteria laid out in the Community Asset Transfer policy document and will reflect the social value to the districts of each application.

These will include:

- benefit to local residents
- benefits to the councils
- sustainability of the financial plans
- whether applications duplicate existing provision
- demonstrable community support Each organisation will be invited to discuss their application with officers and relevant professionals to elaborate on any points and review any questions.

An “in principle” decision will be taken by the service’s Assistant Director or the Strategic Director. The successful group will be informed in writing. Local residents will be informed of the decision and asked to comment as part of the subsequent report.

Stage Five

If needed, legal and profession advice will be sought by officers at this stage. The successful “in principle” organisations’ business case will be presented as a detailed report to the councils’ senior leadership team (SLT) and portfolio holder. SLT will also decide whether cabinet are required to authorise the award of the Community Asset Transfer at this stage. If it a transaction at less than value, it will need to be submitted to cabinet for member approval in line with the Transactions Policy. Once fully approved, written confirmation will be sent to the successful organisation. Should approval not be awarded, the asset will be reviewed and, if appropriate, re-advertised for further expressions of interest.

Stage Six

At the stage the Strategic Property Team will work with the communities team to determine proportionate evaluation and performance indicators, and work with the successful organisation to determine the full content of the lease, the rent and the length of the lease. When both parties are happy with the heads of terms in the lease, they will ensure the building is ready to be transferred and the organisation will be given the keys to the building. Ongoing Leases will be reviewed as a minimum every 5 years although shorter terms may be agreed at the lease stage. Should there be any agreed outcomes and evaluation on the use of the building, the organisation will be expected to supply this to the councils in line with the agreed arrangements. These may include usage statistics, service evaluations, or other key indicators and will be clearly laid out in the service level agreement.

Appendix C

Babergh and Mid Suffolk District Councils Scheme of Delegations to Corporate Manager Strategic Asset Management

1. Cabinet will authorise: -

- Property transactions above £250,000 capital value or at less than best consideration
- Rental transactions
 - At less than market rental value or
 - Binding the Council to a future transaction that will be at less than market rental value

2. The Strategic Director and Assistant Director with responsibility for Assets and Investments will authorise: -

- All other property transactions which fall within their areas of responsibility, in accordance with the scheme of Delegations to Officers.

3. The Assistant Director Assets and Investments gives delegated authority to the Corporate Manager Strategic Asset Management to authorise: -

- Market value property transactions, below £150,000 capital value or binding the Council to a future transaction that will not exceed those limits.
- Leases, licences or other property related contracts, committing the Council to less than £150,000 cumulative payment over 10 years maximum.

4. Register of Delegated Decisions

Significant property transactions which are completed using delegated powers will be recorded by the Strategic Asset Management team and reported to the Monitoring Officer as soon as reasonably possible to be entered into the central register of delegated decisions together with supporting documentation to enable oversight and publication by the Monitoring Officer within ten working days. The record will include: -

- The date the decision was taken
- A record of the decision taken and the reasons for the decision
- Details of alternative options if any considered and rejected, and
- Include the name of any member who has declared a conflict of interest in relation to the decision

A significant property transaction is any transaction which has a capital or annual value of £10,000 or above.

5. Day to Day Portfolio Management

The Assistant Director Assets and Investments and all of those staff acting by their consent, will have authority to carry out the “Day to Day Actions” required for effective management of the Councils’ property portfolios to ensure that council property meets the Corporate Property Objectives.

This will include the following; inspection, valuation, negotiation, investigation, collection and storage of data, service of notices, authorising expenditure, marketing of property, making planning applications, responding to notices, managing Landlord and Tenant matters, assignment, sub-letting employing contractors, charging for staff time/professional services, and all other general actions required for effective management.

“Day to Day Actions” does not include entering into contracts which commit the Councils to material expenditure or income, materially affect capital value, or grant rights in perpetuity. Those matters must be dealt with using the appropriate reporting mechanisms outlined above.

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Appendix D

Property Responsibilities

Strategy responsibilities			
	Directorates	Strategic Property	Both
Clarify Supply	<p>Use the Corporate Property Database as the sole property database</p> <p>Provide data for the Corporate Property Database</p>	<p>Ownership of Property Data</p> <p>Receive queries on the portfolio from Directorates and Members that they cannot deal with on a self-service basis with direct access to the database</p> <p>Clarify the overall supply and the current issues with it</p> <p>Collect and maintain property data</p> <p>Provide data analysis reporting requested</p> <p>Provide market insights on the supply situation outside</p>	<p>Agree adequacy and sufficiency of current supply</p> <p>Review the data that should be collected and maintained</p>
Clarify Demands	<p>Clarify current and forecast demand</p> <p>Identify service strategies</p> <p>Identify changing demands for property</p> <p>Identify service synergies</p>	<p>Clarify overall demand</p> <p>Set occupation standards</p> <p>Provide market insights on the demand situation outside</p>	<p>Identify co-location opportunities</p> <p>Challenge demand</p> <p>Agree occupation standards</p>
Opportunities		<p>Identify imbalances of supply and demand</p> <p>Clarify opportunities and needs</p> <p>Develop plans to realise opportunities and satisfy demand</p> <p>Review deliverability of opportunities</p>	<p>Develop co-location opportunities</p> <p>Agree opportunities and needs</p>

Governance	<p>Provide AD input</p> <p>Check that proposed corporate property strategies support the directorates service strategies</p>	<p>Develop and set accommodation strategy Own the AMP</p> <p>Secure all property approvals and report progress in delivering them</p>	<p>Agree accommodation strategy</p>
Capital Planning	<p>Identify capital investment needs</p> <p>Identify sources of grant funding</p>	<p>Identify capital investment needs</p> <p>Manage the process for determining capital investment priorities (property only)</p> <p>Establish overall levels of funding availability</p> <p>Establish the needs for initial cost planning/feasibility</p> <p>Check compliance of investment proposals within agreed strategy and policy</p> <p>Pipeline review and resource scheduling</p>	<p>Agree the capital programme</p>
Asset Management responsibilities			
Acquisitions	<p>Identify the need/opportunity</p> <p>Develop user requirements</p> <p>Secure funding</p>	<p>Ensure compatibility of requirements and strategy</p> <p>Manage the capital prioritisation and allocation process</p> <p>Determine the solution i.e. location, tenure, term etc</p> <p>Secure all internal approvals</p> <p>Manage member liaison</p> <p>Develop brief and instructions to commission valuers and lawyers etc</p> <p>Report progress on live cases to members/directorates</p>	<p>Develop/agree business case</p> <p>Agree user requirements</p> <p>Agree solution</p>

Disposals	Sign off on surplus space or buildings	<p>Develop the strategy to identify specific buildings for disposal</p> <p>Own and drive the pipeline of disposal opportunities</p> <p>Develop business cases for carrying out value enhancing, pre-disposal works and secure approvals for any such investment</p> <p>Secure all internal approvals</p> <p>Manage member liaison</p> <p>Develop disposal briefs and provide instructions to commission valuers and lawyers etc.</p> <p>Liaise with finance e.g. provide capital receipt forecasts and updates</p> <p>Review progress on live cases</p>	Challenge the need for identified buildings and develop plans to vacate
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Appendix E

Strategic Land and Property Fund

PURPOSE

- The Strategic Property and Land Investment Fund of £3million was established, to enable the Councils to act immediately when opportunities are available for strategic purchases.
- 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 districts.
- 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 a minimum of two Cabinet Members including 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. Acquisitions will be reported, at Cabinet, following the completion of all purchases.

KEY INFORMATION

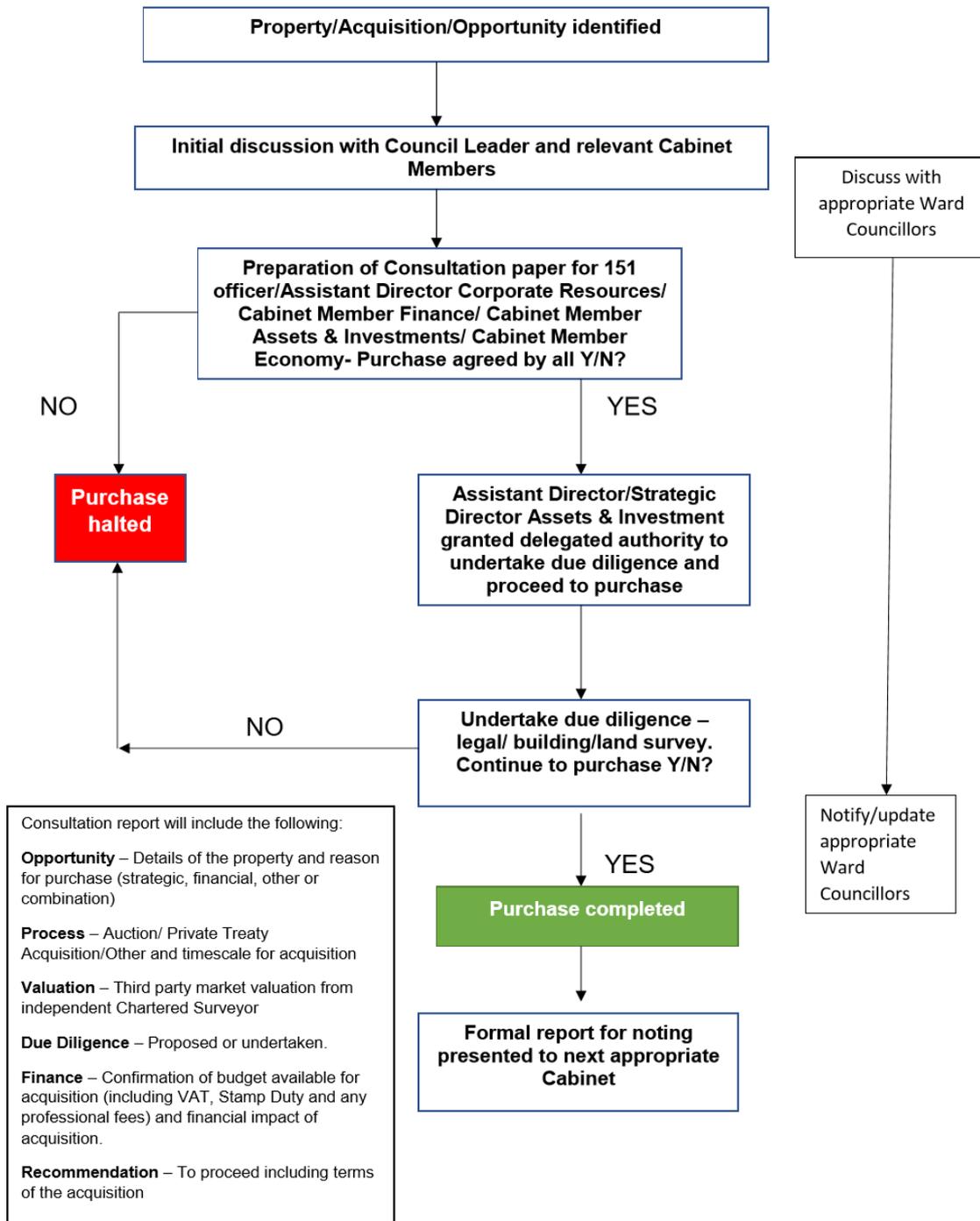
- The ability to act quickly with authority is particularly important when properties are sold by auction or by way of other restricted timescale methods such as best bids with a set completion date. For example, if a key piece of property within a regeneration area were to be listed for sale at auction, the Council would need the ability to act quickly to acquire it. Failure to do so could result in a lengthy and costly Compulsory Purchase Order process to enable the regeneration to come forward or alternatively could result in the inability to deliver the proposed regeneration to the detriment of the wider community.
- Equally where property is available adjacent to other land and property holdings there can be opportunities to add value by merging the interests into a single ownership. For example, acquiring a small strip of land adjacent to a car park may enable the car park to be laid out more efficiently to provide more spaces or alternatively adjacent to residential development land it could increase the number of dwellings that can be provided.
- 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.
- The following criteria will be used to guide such property and land purchases:

- a) The property/land will be within the districts of Babergh or Mid Suffolk;
 - b) Both urban and rural opportunities will be considered;
 - c) The purchases of the property/land would represent good value for money;
 - 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.
- Further checks and balances will 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.



APPENDIX A

Opportunity, Land and Property Acquisition Indicative process



Appendix F

Policy Context

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	Operational	Commercial	Housing Sites & redevelopment opportunities	Economic Development & Regeneration	Leisure & Recreation	Other
Description	Property assets used to deliver services	Held to provide commercial revenue returns. Also promote and support business growth, regeneration and employment opportunities.	Held to provide a pipeline of sites for housing development	Land to facilitate any type of capital regeneration project or development either directly or through development partnerships or Growth Companies.	Land and property held for community, leisure and recreational uses.	Majority of small land parcels of planted or open space or land owned by the council as the result of legacy.
Example	Endeavour House, Gt Wenham Depot, Creeting Road Depot, Stowmarket customer access point etc	Pure Gym, Borehamgate Shopping Precinct, Chilton Industrial Estate etc.	Needham Market Middle School, Stowmarket Middle School, Paddock House, Angel Court, review of garage sites for redevelopment opportunities, S106 acquisitions etc.	Belle Vue/Hamilton Road Quarter, Market Hill public realm, Leisure centre projects, Needham Lake Visitor Centre, Solar PV car ports etc	Stradbroke Leisure Centre, Mid Suffolk Leisure Centre, Kingfisher Centre, Hadleigh Pool, Belle Vue Park etc.	Miscellaneous parcels across the districts.
Outcomes	Through the delivery of services from our operational estate (both office and field based) we support and enable the delivery of all our strategic priorities.	By investing in commercial property, we can support growth in the districts' economy and the delivery of the councils' MTFP.	Quality Housing for all.	This will also support growth in economy through investment in development and improving the quality of the local environment for residents and businesses.	By using our community, leisure, open space and heritage assets to support wellbeing and education, we enable families and communities to be healthy and active.	Requires careful asset review to assess contribution on a case by case basis to support housing, wellbeing, or other strategic opportunities.
Strategy	Occupy efficiently Principles. Retain where meeting operational needs.	Maximise revenue returns but also understand the value of the wider benefits – for example jobs created;	Provision of appropriate housing in right locations to meet with identified need. Any potential market residential sites will	Connected and sustainable – energy and low carbon support, connectivity FTTP to all business premises in the districts, sustainable transport improvements in key business	Asset approach supports specific adopted community and leisure policies. Communities & Well-being Strategies including placed	Needs to be identified as specific projects arising from asset reviews; Assess for longer term strategic potential. If none, then seek to transfer,

	<p>Explore leased in assets and opportunities to vacate or re-gear to meet changing needs and aspirations.</p> <p>Look for opportunities to share facilities and co-locate with other public sector bodies and relevant partners.</p> <p>.</p>	<p>increased no' of start-ups; increased salary levels; increased skills and attainment etc.</p>	<p>be assessed for partnership opportunities with the Councils' Growth Companies.</p> <p>Sites may be acquired as strategic land, but again the companies will be given the opportunity to appraise sites early.</p>	<p>locations and town centres, commercial development on key transport corridors.</p> <p>Innovative and creative – develop a growth programme to support businesses, particularly in technology and innovation sectors; create the right conditions for entrepreneurs and innovators; develop regional and national sector clusters and attract investment and innovation into districts; rejuvenate our key towns through culture, creativity and innovation.</p> <p>Successful and skilled – develop business led multi sector centres of excellence for lifelong learning; raise ambition and aspiration in primary and secondary school children; business supply chain and sector growth opportunities; delivery of new commercial floorspace to meet specific demand across both districts.</p>	<p>based and needs approaches to enable communities to thrive.</p> <p>Leisure, Sport and Physical Activity Strategy including: the delivery of invest to save opportunities for our Leisure centres, behaviour change and increased activity.</p> <p>Divestment of assets.</p>	<p>divest or dispose of surplus assets.</p>
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<p>Approach</p>	<p>Maintain and seek efficiencies on operational running costs. Ensure efficiency of space and use. Maintain and extend the lifespan of our buildings and infrastructure</p>	<p>Ensure lease events kept up to date and rents agreed are at Market levels. Respond swiftly to non-paying tenants and ensure lease terms adhered to in order to maintain the value of the individual asset.</p>	<p>Identify potential sites in the operational and non-operational estate portfolio of the council that may be redeveloped to meet the housing delivery pipeline</p>	<p>Identify any potential upcoming surplus land and property on the estate and appraise for possible re-development to generate revenue and/or disposal to generate a capital receipt.</p> <p>To manage existing land holdings used for the purpose of providing energy infrastructure and consider future opportunities.</p> <p>Understand and assess potential for viable development and regeneration opportunities.</p> <p>Long term, stable return on investment; increased resilience for our communities. Removing a key barrier to growth; Opportunities for the Council to demonstrate best practice/show leadership and deliver Visions for our districts and towns.</p>	<p>Management of leisure centres, playgrounds, pitches, and so on. Part of Operations but separate from management of estate and commercial portfolio.</p> <p>Divestment of assets.</p>	<p>Manage any liabilities as appropriate – seek to dispose or transfer where possible</p>
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				<p>The councils can also invest in properties which promote, and support start up enterprises; small to medium sized companies; or properties which generate business growth in the area.</p> <p>Other investments could be purchased to support the retention of key employers.</p>		
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Appendix G

Summary of Fixed Asset Register

Babergh Assets

ASSET CATEGORY	NUMBER OF ASSETS	TOTAL VALUE (to nearest £)
Office	2	£60,787
Depot	3	£555,379
Leisure Centre	2	£10,621,668
Car Park	18	£2,966,847
Public Convenience	9	£520,221
Open Space/Countryside	29	£856,205
Miscellaneous	9	£971,186
Industrial/Commercial	9	£1,561,019
Uncategorised	c. 900	£5,849,672

Mid Suffolk Assets

ASSET CATEGORY	NUMBER OF ASSETS	TOTAL VALUE (to nearest £)
Office	1	£2,092,500
Depot	1	£525,861
Leisure Centre	2	£6,010,957
Car Park	11	£2,255,268
Public Convenience	1	£150,288
Open Space/Countryside	c.70	£1,929,856
Miscellaneous	29	£2,441,628
Uncategorised	33	£6,164,990

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Agenda Item 13

BABERGH DISTRICT COUNCIL

TO: COUNCIL	REPORT NUMBER: BC/20/22
FROM: Councillor John Ward, Leader of the Council	DATE OF MEETING: 19 January 2021

TIMETABLE OF COMMITTEE MEETINGS 2021-22

1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to agree the Timetable of Committee meetings for 2021/22 to ensure that Members and officers can plan accordingly.

2. RECOMMENDATION

- 2.1 That the draft Committee Timetable for 2021/22 be approved.

3. KEY INFORMATION

- 3.1 The draft Timetable is attached at Appendix A and Members are asked to check the proposed Committee dates to ensure that there are no reasons why the Committees should not go ahead on these dates.

4. LINKS TO JOINT STRATEGIC PLAN

- 4.1 Good governance and democratic, sound and transparent decision-making support the delivery of the Joint Strategic Plan.

5. FINANCIAL IMPLICATIONS

There are no financial implications arising from this report.

6. LEGAL IMPLICATIONS

- 6.1 Approval of the recommendation will ensure that Committee dates are placed well in advance into Member and officer diaries and the appropriate meeting rooms are booked. This will help to ensure that the Council complies with the statutory requirements for the summons to meetings and publication of papers.

7. RISK MANAGEMENT

- 7.1 Key risks are set out below:

Risk Description	Likelihood	Impact	Mitigation Measures
Dates are not booked in advance and the Committee is inquorate and unable to take decisions	1 – Highly unlikely	3 - Bad	Early approval of draft timetable of meetings will ensure that dates are placed into diaries as soon as possible.

8. CONSULTATIONS

8.1 SLT and Committee Chairs have been consulted.

9. EQUALITY ANALYSIS

9.1 An Equality Impact Assessment is not required as none of the protected characteristics will be affected by the recommendations within this report.

10. ENVIRONMENTAL IMPLICATIONS

10.1 There are no environmental implications associated with this report.

11. APPENDICES

Title	Location
(a) Timetable of meetings 2021/22	Attached

12. BACKGROUND DOCUMENTS

12.1 None.

DRAFT TIMETABLE OF MEETINGS 2021-22

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

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