

# Public Document Pack



<b>COMMITTEE:</b>	<b>JOINT OVERVIEW AND SCRUTINY COMMITTEE</b>
<b>DATE:</b>	<b>MONDAY, 28 JUNE 2021 10.15 AM</b>
<b>VENUE:</b>	<b>KING EDMUND CHAMBER, ENDEAVOUR HOUSE, 8 RUSSELL ROAD, IPSWICH</b>

<b>Members</b>		
<u>Conservative</u> Simon Barrett James Caston Siân Dawson Paul Ekpenyong Mary McLaren (Co-Chair) Dave Muller	<u>Green Party</u> Terence Carter Jane Gould Keith Welham (Co-Chair)	<u>Independent</u> Kathryn Grandon Margaret Maybury  <u>Liberal Democrat</u> Keith Scarff

The Council, members of the public and the press may record/film/photograph or broadcast this meeting when the public and the press are not lawfully excluded. Any member of the public who attends a meeting and objects to being filmed should advise the Committee Clerk.

## AGENDA

### PART 1

#### MATTERS TO BE CONSIDERED WITH THE PRESS AND PUBLIC PRESENT

Page(s)

- 1 **APOLOGIES AND SUBSTITUTES**
- 2 **DECLARATION OF INTERESTS**
- 3 **JOS/21/1 TO CONFIRM THE MINUTES OF THE MEETING HELD ON 24 MAY 2021** 7 - 14
- 4 **TO RECEIVE NOTIFICATION OF PETITIONS IN ACCORDANCE WITH THE COUNCIL'S PETITION SCHEME**
- 5 **QUESTIONS BY THE PUBLIC**

To consider questions from and provide answers to members of the public on any matter in relation to which the Committee has powers or duties and of which due notice has been given in accordance with the Committee and Sub-Committee Procedures Rules.

6 **QUESTIONS BY COUNCILLORS**

To consider questions from and provide answers to Councillors on any matter in relation to which the Committee has powers or duties and of which due notice has been given in accordance with the Committee and Sub-Committee Procedure Rules.

7 **EXECUTIVE SUMMARY - CAPITAL INVESTMENT FUND COMPANY (CIFCO CAPITAL LTD.) BUSINESS TRADING AND PERFORMANCE REPORT 2020/21** 15 - 16

8 **JOS/21/2 CAPITAL INVESTMENT FUND COMPANY (CIFCO CAPITAL LTD.) BUSINESS TRADING AND PERFORMANCE REPORT 2020/21** 17 - 38

The Assistant Director – Assets and Investments will provide Members with a presentation for CIFCO Trading and Performance Reporting.

Councillor David Busby Babergh - Cabinet Member for Assets and Investments and Chair of Babergh (Suffolk Holdings) Ltd.

Councillor Peter Gould - Mid Suffolk Cabinet Member for Assets and Investments

9 **JOS/21/3 SCRUTINY AND REVIEW OF THE JOINT PARKING STRATEGY PROCESS AND TIMELINE** 39 - 44

Members are asked to scrutinise the proposed process and timeline for the development of the Babergh and Mid Suffolk Joint Parking Strategy.

Councillor Elisabeth Malvisi - Babergh Cabinet Member for Environment

Councillor Jessica Fleming – Mid Suffolk Cabinet Member for Environment

10 **INFORMATION BULLETIN** 45 - 52

The Information Bulletin is a document that is made available to the public with the published agenda papers. It can include update information requested by the Committee as well as information that a service considers should be made known to the Committee.

This Information Bulletin contains updates on the following subjects:

1. Public Realm – Land Adoption Policy
2. Public Realm Insourcing Update

11 **TASK AND FINISH GROUP FOR SCOPING OF TRANSPORT IN THE DISTRICTS**

To appoint a task and finish group to explore the delivery of transport options for residents within the Districts and present its findings and recommendations to the Committee.

The Committee may resolve to set parameters for the work of the task and finish group.

12 **FORTHCOMING DECISIONS LIST**

To review the Council's Forthcoming Decisions List and identify any items to be brought before the Overview and Scrutiny Committee.

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

[Forthcoming Decisions List » Babergh Mid Suffolk](#)

13 **JOS/21/4 BABERGH OVERVIEW AND SCRUTINY WORK PLAN** 53 - 56

To agree the Work Plan

14 **JOS/21/5 MID SUFFOLK OVERVIEW AND SCRUTINY WORK PLAN** 57 - 60

To agree the Work Plan

15 **RESOLUTION TO EXCLUDE THE PUBLIC (WHICH TERM INCLUDES THE PRESS)**

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

The authors of the report propose to be considered in Part 2 of the Agenda are satisfied that the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

**PART 2**

**MATTERS TO BE CONSIDERED WITH THE PRESS AND PUBLIC EXCLUDED**

### **Date and Time of next meeting**

Please note that the next meeting is scheduled for Monday, 19 July 2021 at 9.30 am.

For more information about this meeting, including access arrangements and facilities for people with disabilities, please contact the Committee Officer, Henriette Holloway on: 01449 724681 or Email: [Committees@baberghmidsuffolk.gov.uk](mailto:Committees@baberghmidsuffolk.gov.uk)

Covid-19 Restrictions – Members of the Public wishing to attend the meeting must contact the Committee Officer to reserve a place of attendance by 3:00pm the day (Friday 25 June 2021) before the meeting.

### **BMSDC COVID-19 – KING EDMUND COUNCIL CHAMBER ENDEAVOUR HOUSE**

**Babergh and Mid Suffolk District Councils (BMSDC) have a duty of care to ensure the office and the space used by Members of the Public, Councillors and Staff are COVID-19 Secure and safe. But each person is responsible for their own health and safety and that of those around them.**

**The BMSDC space within Endeavour House has been assessed and the level of occupancy which is compatible with COVID-19 Secure guidelines reached, having regard to the requirements for social distancing and your health and safety. As a result, you will find the number of available seats available in the Council Chamber and meeting rooms much lower than previously.**

**You must only use seats marked for use and follow signs and instructions which are on display.**

**The following specific guidance must be adhered to:**

#### **Arrival at Endeavour House (EH) and movement through the building**

- On arrival use the main entrance.
- If there are other people inside signing in, wait outside until the space is free.
- Whilst in EH you are now required to wear your face covering (unless you have an exemption) when inside in all parts of the building (including the access routes, communal areas, cloakroom facilities, etc.).
- Use the sanitizer inside the entrance and then sign in.
- Please take care when moving through the building to observe social distancing – remaining a minimum of 2m apart from your colleagues.
- The floor is marked with 2m social distancing stickers and direction arrows. Please follow these to reduce the risk of contact in the walkways.
- Do not stop and have conversations in the walkways.
- There are restrictions in place to limit the occupancy of toilets and lifts to just one person at a time.
- Keep personal possessions and clothing away from other people.
- Do not share equipment including pens, staplers, etc.
  
- A seat is to be used by only one person per day.

- On arrival at the desk/seat you are going to work at you must use the wipes provided to sanitize the desk, the IT equipment, the arms of the chair before you use them.
- When you finish work repeat this wipe down before you leave.

### **Cleaning**

- The Council Chamber and meeting rooms at Endeavour House has been deep cleaned.
- General office areas including kitchen and toilets will be cleaned daily.

### **Fire safety and building evacuation**

- If the fire alarm sounds, exit the building in the usual way following instructions from the duty Fire Warden who will be the person wearing the appropriate fluorescent jacket
- Two metre distancing should be observed as much as possible but may always not be practical. Assemble and wait at muster points respecting social distancing while you do so.

### **First Aid**

Reception is currently closed. If you require first aid assistance call 01473 264444

### **Health and Hygiene**

- Wash your hands regularly for at least 20 seconds especially after entering doors, using handrails, hot water dispensers, etc.
- If you cough or sneeze use tissues to catch coughs and sneezes and dispose of safely in the bins outside the floor plate. If you develop a more persistent cough please go home and do not remain in the building.
- If you start to display symptoms you believe may be Covid 19 you must advise your manager, clear up your belongings, go home and follow normal rules of isolation and testing.
- Whilst in EH you are required to wear your face covering when inside (unless you have an exemption) in all parts of the building (including the access routes, communal areas, cloakroom facilities, etc.). Re-useable face coverings are available from the H&S Team if you require one.
- First Aiders – PPE has been added to first aid kits and should be used when administering any first aid.
- NHS COVID-19 App. You are encouraged to use the NHS C-19 App. To log your location and to monitor your potential contacts should track and trace be necessary.

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

**Domestic Arrangements:**

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

**Evacuating the building in an emergency: Information for Visitors:**

If you hear the alarm:

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

# Agenda Item 3

## BABERGH AND MID SUFFOLK DISTRICT COUNCILS

Minutes of the meeting of the **JOINT OVERVIEW AND SCRUTINY COMMITTEE** held in the King Edmund Chamber, Endeavour House, 8 Russell Road, Ipswich on Monday, 24 May 2021

### **PRESENT:**

Councillors:	Terence Carter	James Caston
	Paul Ekpenyong	Kathryn Grandon
	Alastair McCraw (Chair)	Mary McLaren
	David Muller	Adrian Osborne
	Keith Scarff	Keith Welham (Co-Chair)

### **In attendance:**

Officers:	Strategic Director (KN)
	Assistant Director Law and Governance and Monitoring Officer (EY)
	Senior Governance Support Officer (HH)

### **Apologies:**

Councillors	Jane Gould
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## **55 DECLARATION OF INTERESTS**

55.1 There were no declarations made by Members.

## **56 JOS/20/20 TO CONFIRM THE MINUTES OF THE MEETING HELD ON 22 MARCH 2021**

**It was RESOLVED:-**

**That the minutes of the meeting held on the 22 March 2021 be confirmed and signed as a true record of the meeting.**

## **57 TO RECEIVE NOTIFICATION OF PETITIONS IN ACCORDANCE WITH THE COUNCIL'S PETITION SCHEME**

57.1 None received.

## **58 QUESTIONS BY THE PUBLIC**

58.1 None received.

## **59 QUESTIONS BY COUNCILLORS**

59.1 None received.

60.1 The Chair, Councillor McCraw introduced the item and outlined the background for the annual review of the Committee. He referred to the appendices in the Agenda and invited Members to make comments and observations on the work of the Overview and Scrutiny Committees 2020/21 and the Annual Reports.

60.2 Members provided the following comments on remote meetings:

- The remote meetings had worked well given the circumstances of the Covid-19 Pandemic.
- Virtual meetings were missing the interaction before the meetings.
- Pressures on staff had increased due to the circumstances of working from home.
- Officers had provided tremendous support for Councillors before and during virtual meetings and generally during the Pandemic.
- Some Members felt there was more pressure from attending remote meetings, due to technical issues.
- Both Chairs felt that chairing virtual meetings was demanding.
- The challenges throughout the year had been resolved to a high standard by the Officers and advice received from the Monitoring Officers had been valuable.
- All Members agreed that face to face meetings provided a better setting for committee meetings.
- Hybrid meetings were suggested however this was for Central Government to decide in due course.
- Monday morning virtual meetings were hindered by lag on-line.
- Some Members appreciated the reduction of travel time and cost of attending face to face meetings in the Councils' premises
- Some Members felt that remote meetings were more accessible for Members, Officers and members of the public wishing to attend.
- The electronic voting was an advantage.
- Remote meetings made it more difficult for councillors to speak.
- Officers were commended for the seamless transition from face to face to virtual meetings.

60.3 The Chair and Councillor Welham raised issues around task and finish groups and the possibilities of remote meetings.

60.4 The Monitoring Officer clarified the High Court ruling on remote meetings. Attendance for Councillors and officers for the Councils' public meetings must be in a single, specified geographical location and be physically attended, which made hybrid meetings illegal for decision making committee meetings and the meetings for Council and Cabinet.

60.5 Councillor McLaren thought that remote meeting missed the interaction



between members, which made it easier to contribute to a debate.

60.6 Councillor Grandon felt more comfortable participating in face-to-face meetings, as she was not hindered by the restrictions of virtual meetings.

60.7 Councillor Scarff commented that in particular larger remote meetings such as Council, were very lengthy, as a result of the virtual meeting process. However, remote meetings had worked well when the Overview and Scrutiny Committee had invited witnesses to attend, such as the Local Citizens Advice and the scrutiny of Representatives on Outside Bodies. Briefings were particularly suitable for remote meeting and saved time for both councillors and officers.

60.8 Members continued the debate relating to past meetings and made the following comments:

- That the spontaneous interaction and dialogue with officers when being in Endeavour House was missing.
- That the Overview and Scrutiny Committee were mostly guided by the Cabinet and Council for items to be scrutinised.
- That the Joint meetings enabled a broader debate; however, they reduced the number of meetings held, which resulted in less items being scrutinised.

60.9 The Chair commented that both the Joint and sovereign Overview and Scrutiny Committees had held a large number of meetings, scrutinised most of the items on the workplans, and were the hardest working committees in the Council.

60.10 Councillor Carter added that personally he had used MS TEAMS to contact officers more frequently than if he had been in Endeavour House. He asked if the officers present would like to comment on their experiences of remote working and meetings.

60.11 The Monitoring Officer had experienced an increase in speaking to different Councillors, but less frequently during the remote working period. There had been less opportunities for informal interaction and chance meetings which would have enabled Officers to check the welfare of Councillors on a regular basis. However, she thought that remote working had helped Councillors, who were working, to participate in more meetings. She also commented on her personal experience in working from home.

60.12 The Strategic Director explained that her role was to meet with different groups and attend meetings. During the past year Councillors had contacted her on a wider range of communication systems and she had enjoyed when Councillors turned on their cameras in the virtual meetings.

60.13 The Senior Governance Officer thought that the workload had remained the

same throughout the pandemic and that it was the way officers and members worked together which had changed, as committees and meetings continued through the lockdowns in the past year.

- 60.14 Members returned to consider time management during virtual meetings and committees. Many of these had increased in length in comparison to face to face meetings. Virtual pre-Committee meetings had not been as effective as face to face pre-committee meetings.
- 60.15 There were various views on the process of scoping of topics. Some Members felt that this was not an efficient way of approaching topics for scrutiny, as it was going over the same topic twice.
- 60.16 The Monitoring Officer explained the benefits of scoping a topic and suggested that in the future officers could present a more completed scoping document to the Committee for consideration.
- 60.17 Councillor McLaren felt that Members needed training not just in scoping of topics but for scrutiny in general. It was generally agreed that face to face training provided a better engagement than virtual training.
- 60.18 The Chair suggested that the Guide for Scrutiny from the Centre for Governance and Scrutiny should be distributed to all Committee Members.
- 60.19 Members then considered the Committee's recommendations to Cabinet and Council and Councillor Ekpenyong thought that there was no mechanism to monitor whether recommendations had been carried through in a timely fashion or if the recommendations had achieved the desired impact. He thought that scoping of a topic made the committee cognisant.
- 60.20 The Chair explained that the Chairs presented the Overview and Scrutiny Committees recommendation to Cabinet and that they were usually taken into account when Cabinet made recommendations. The Cabinet also sent cabinet reports to be scrutinised by the Committees.
- 60.21 Councillor Welham suggested to look at actions in the Districts for future scrutiny processes, as several points had been raised by residents, some of which could be scrutinised. He suggested rural transport even though it was not directly the responsibility of the Council. He also thought that collaborative scrutiny with other authorities could add value to the scrutiny process.
- 60.22 Members then considered the Annual Reports and the benefits for a joint scrutiny process, when the decision of one Council could have an impact on the other. Generally, Members agreed that the joint Overview and Scrutiny Committees were beneficial for joint topics.

60.23 Members briefly discussed Western Suffolk Community Safety Partnership (WSCSP) and performance reporting.

60.24 Members considered the recommendations to be made to the future Overview and Scrutiny Committees.

60.25 Members proposed and seconded each recommendation individually as follows:

Proposed by Councillor Caston and seconded by Councillor Muller.

1. *That pre-meetings of half an hour are adopted as standard practice.*

Proposed by Councillor McCraw and seconded by Councillor Carter.

2. *That officers work on a proposal for increasing the size of each committee to enable robust scrutiny for the sovereign Overview and Scrutiny Committees.*

Proposed by Councillor McLaren and seconded by Councillor Grandon.

3. *To hold a bespoke training session for committee members, encompassing all elements of the scrutiny function and taking into account the skills and experiences of individual members.*

Proposed by Councillor Caston and seconded by Councillor Muller.

4. *That an increased use of a wider range of internal and external witnesses be adopted by the Committee.*

Proposed by Councillor McCraw and seconded by Councillor Ekpenyong.

5. *That an increased use of Task and Finish Group be adopted by the Committee.*

By a unanimous vote

**It was RESOLVED:-**

**The Joint Overview and Scrutiny Committee recommends to the new Overview and Scrutiny Committees:**

**1.1 That pre-meetings of half an hour are adopted as standard practice;**

**1.2 That officers work on a proposal for increasing the size of each**

**committee to enable robust scrutiny for the sovereign committees;**

**1.3 That a bespoke training session for committee members be held, encompassing all elements of the scrutiny function and taking into account the skills and experiences of individual members;**

**1.4 That an increased use of a wider range of internal and external witnesses be adopted by the Committee;**

**1.5 That an increased use of Task and Finish Group be adopted by the Committee.**

## **61 FORTHCOMING DECISIONS LIST**

**It was RESOLVED:-**

**That the Forthcoming Decisions List be noted**

## **62 JOS/20/22 BABERGH OVERVIEW AND SCRUTINY WORK PLAN**

62.1 Members considered both workplans and made the following proposal for upcoming topics to be scrutinised:

- Delivery of services for transport for both town and rural areas.
- The Infrastructure Delivery Plan
- The way Cabinet was operating and whether this worked for the Council in relation to communication, learning and information and whether this was working for all members.

62.2 The Chair would begin preparation of these topics at the next Chairs' Overview and Scrutiny Briefing.

**It was Resolved:**

**That the Babergh and the Mid Suffolk Work Plans be noted.**

## **63 JOS/20/23 MID SUFFOLK OVERVIEW AND SCRUTINY WORK PLAN**

See the previous item.

The business of the meeting was concluded at 11.43 am.

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Chair

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# Agenda Item 7

## BABERGH & MID SUFFOLK JOINT OVERVIEW & SCRUTINY COMMITTEE – 28 JUNE 2021

### EXECUTIVE SUMMARY

#### CAPITAL INVESTMENT FUND COMPANY ('CIFCO CAPITAL LTD') BUSINESS TRADING AND PERFORMANCE REPORT 2020/21

#### 1. PURPOSE OF REPORT

- 1.1 To consider the trading activity for CIFCO Capital Ltd (CIFCO) for 2020/21 and the Business Plan for 2021/22. The finalised report and Business Plan will be presented to both Councils at their July meetings and the Joint Overview & Scrutiny Committee is tasked with reviewing both the draft report and the Business Plan in advance of Councils' consideration.
- 1.2 The Joint Overview & Scrutiny Committee is asked to consider the following:
  - Does the current performance of CIFCO deliver good value to the Councils?
  - Are the KPIs appropriate measures of performance?
  - Is the business plan robust and appropriate for the next 12 months?
  - Is there sufficient confidence in the management of CIFCO?

#### 2. EXECUTIVE SUMMARY

- The Councils' investment in CIFCO is now completed, with final sums being drawn down in March 2021 by CIFCO enabling the completion of 2 further properties during 21/22 and to provide funds for future capital investments in the assets.
- Focus and purpose of CIFCO is to continue to generate income and add value where possible- change in KPIs as a consequence to reflect the current full investment status and increased emphasis on sustainability.
- CIFCO portfolio provides a diverse portfolio of assets and tenants to mitigate over exposure to individual tenants and sectors.
- Since 2018, the CIFCO portfolio has diversified away from retail assets towards a greater emphasis on industrial assets.
- CIFCO Rental Income is £5m per annum
- Rent Collection has held up well in the face of the pandemic– total arrears currently equate to 4.6% of rent roll (£233k against £5m rent roll).
- Tenant Administrations has resulted in £240k bad debt being written off this year.
- CIFCO made full debt repayments during 20/21 despite challenges of COVID
- Mid Suffolk received net income during 20/21 of £1,018,000 (equivalent to 16.7% of its Council Tax Income)
- Babergh received net income of £1,274,000 during 20/21 (equivalent to 22.06% of its Council Tax Income)
- Total net income received by the Councils to date £5,487,000 since inception 2017.

- CIFCO Final Draft Accounts will be available for the full Council meetings in July
- CIFCO Indicative Draft 20/21 Accounts show a Pre-Tax loss of c.£4.4m comprising £2m of acquisition costs and a downward adjustment in value of £2.4m primarily relating to those assets most impacted by COVID. These losses would only be realised if assets are sold at the current time.
- As part of prudent financial planning in response to COVID, CIFCO is looking to defer between 6 and 13% of debt repayments to the Councils over the next 3 years. All sums will be paid in full and accrued in Councils' accounts. Additional interest will be paid in relation to the delayed repayments.
- Despite COVID administrations, the quality of portfolio has led to most vacant properties being relet and VOIDS remain low at circa 3% of the portfolio.
- Capital Investments of circa £800,000 planned during 21/22 to add value, improve sustainability and improve re-letting opportunities.
- Some Information from the business plan is included within the body of the Council report and as such many of the tables are duplicated.



### DISTRICT COUNCIL

<b>TO: Babergh District Council</b> <b>Mid Suffolk District Council</b>	<b>REPORT NUMBER: XXXX</b>
<b>FROM: Cllr David Busby BDC Cabinet</b> <b>Member for Assets &amp; Investments</b> <b>Cllr Peter Gould MSDC Cabinet Member</b> <b>for Assets &amp; Investments</b>	<b>DATE OF MEETING:</b> <b>BDC 20 July 2021</b> <b>MSDC 22 July 2021</b>
<b>OFFICER: Emily Atack – Assistant</b> <b>Director Assets &amp; Investments, Managing</b> <b>Director CIFCO</b>	<b>KEY DECISION REF NO. Item No.</b>

### CAPITAL INVESTMENT FUND COMPANY ('CIFCO CAPITAL LTD') BUSINESS TRADING AND PERFORMANCE REPORT

#### 1. PURPOSE OF REPORT

- 1.1 This report presents the trading activity for CIFCO Capital Ltd (CIFCO) for 2020/21. Appended to the report (Confidential Appendix C) is the draft business plan 2021/22 which, subject to Council approval, will form the basis of CIFCO's trading in 2021/22. CIFCO's performance against its business plan is monitored quarterly by the Holding Companies. The board of CIFCO directors continually assess the market and appropriately apply and adapt the guidelines of the business plan throughout each trading year.

#### 2. OPTIONS CONSIDERED

- 2.1 The options available are to approve the 2021/22 CIFCO business plan for its adoption by CIFCO or to recommend amendments to the business plan.
- 2.2 The business plan had been prepared by the Board of CIFCO in consultation with its fund managers Jones Lang LaSalle (JLL). *The Business Plan has been approved by the Holding Companies and reviewed by the Councils' Joint Overview & Scrutiny Committee.*

#### 3. RECOMMENDATIONS

- 3.1 The Council notes CIFCO Capital Ltd trading activity and performance for the year to 31st March 2021
- 3.2 The Council approves CIFCO Capital Ltd's 2021/22 business plan for adoption by CIFCO Capital Limited.

**REASON FOR DECISION**

- 3.3 To provide appropriate governance and performance monitoring for the operation of CIFCO Capital Ltd for the 2021/2022 period.

**4. KEY INFORMATION**

- 4.1 CIFCO has been trading since 2017, over the last 12 months CIFCO has completed the second phase of investment which was approved by Council in 2019. CIFCO now holds 21 diverse commercial assets primarily in the industrial and office sectors. Details of these assets can be found on the CIFCO website <https://cifcocapital.com/our-portfolio/>.
- 4.2 A summary of the portfolio is set out below:

	Q1 2021
Total Asset Value	£83,918,000
Contracted Rent p.a.	£5,004,824
ERV	£5,556,641
Number of Assets	21
Number of Tenants	90
WAULT	To break 7 years 0 months To expiry: 8 years 6 months
Initial Yield	5.60%
Equivalent Yield	6.16%
Reversionary Yield	6.24%
Void Rate	5.72%
Running Yield*	5.20%

*ERV = Estimated Rental Value. WAULT = Weighted Average Unexpired Lease Term*

- 4.3 CIFCO is a trading company that was set up jointly by Babergh and Mid Suffolk District Councils to acquire commercial property to generate a revenue stream. CIFCO is jointly owned by BDC (Suffolk Holdings) Ltd and MSDC (Suffolk Holdings) Ltd which in turn are each 100% owned by the respective councils. An ownership structure chart is set out at Appendix B. Commercial properties are acquired by CIFCO with funding provided by the Councils by way of loans (90%) and equity investments (10%). The loans are secured against the properties acquired and shares are issued in respect of equity investments made with each new acquisition. The value of the shares (equity investment) fluctuates in line with the value of the portfolio. As the portfolio matures and the costs of acquisition (fees, stamp duty etc) are recovered, dividends will be payable to the Holding Companies and their respective Council owners as a return on the equity investment as well as revenue being generated through loan repayment.
- 4.4 Since the last business plan was approved in July 2020, 7 assets have been acquired by CIFCO completing the Councils' investment in the fund and increasing contracted rent to c. £5m per annum showing a net initial yield of

5.6% to CIFCO and increasing the Councils' gross annual income from £2.49m to £3.1m. This has increased net income (after Councils' borrowing costs) to £1.274m for Babergh DC and £1.018m for Mid Suffolk DC (£2.291m in total). The differing net amounts reflect the Councils' different treasury management strategies. These figures are equivalent to 22.06% of income generated by Babergh DC from Council Tax and 16.7% of income generated from Council tax by Mid Suffolk DC. This income makes a significant contribution to the Councils' budgets being equivalent to 13.6% of the Councils' staff costs.

- 4.5 In addition to the 7 assets acquired over the last 12 months the board has also committed to acquire a new build convenience store in East Anglia. This acquisition will be completed when the development and lease to the occupier completes (anticipated Autumn 2021). All funds to complete this acquisition were drawn down from the Councils before the end of the financial year.
- 4.6 The year has been an extremely challenging one for all of us, and the pandemic has been difficult for some of our occupiers. Some tenants have been lost and we have worked hard with others, as a responsible landlord, to ensure their continuing ability to trade successfully. Overall, the portfolio has held up well, due to the work of the board and professional team, and the quality of the assets and diverse portfolio. Rent collection on a quarterly basis has been well above industry norms and, whilst rent outstanding is currently in excess of our KPI target, we expect this to return to normal levels by the end of this financial year. In spite of the very challenging year, the company has continued to make full debt repayment to our shareholders.
- 4.7 The 2021/22 business plan focuses on the on-going management of the fund and the company, to maximise revenue and return to our shareholders and to seek out opportunities to enhance the value of the portfolio wherever possible. The board is also keen to maximise the sustainability of its portfolio. With the majority of assets held on Full Repairing and Insuring (FRI) leases, the main opportunity will be to work with occupiers to put in place measures to reduce the carbon footprint. Where refurbishment is required at lease end, this will be carried out with a focus on sustainability. The board is adopting a new KPI this year providing a means to measure our impact on reducing the carbon footprint of the portfolio. This will help us to explore what can be achieved in subsequent years.
- 4.8 The updated investment strategy for 2021/22 commissioned by the Board and developed by the Board's Fund Manager, Jones Lang La Salle (JLL) is designed not only to give strong short-term results but medium and long-term income resilience. CIFCO does not specifically target Capital growth and its projections are not based upon such growth, but a focus on income growth.
- 4.9 This medium to long term resilience is based upon:
- A current average WAULT (weighted average unexpired lease term) to expiry of 8 Years 6 months
  - A strategy that balances the portfolio so that a significant number of the assets are 'Core' and liquid

- A strategy that balances other attributes such as geography, asset class and sector so that resistance to medium and longer-term market stresses in any individual attribute can be mitigated
- A company structure that allows flexibility in asset acquisition and disposal.

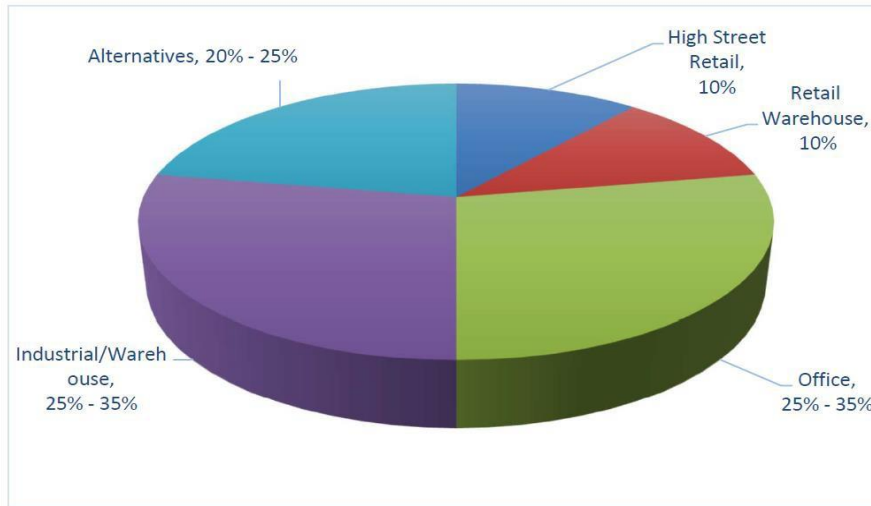
4.10 The 2021/22 Business Plan contains all the elements of the previous Business Plan approved by both Councils last year. The Plan includes:

- A review of performance over the last 12 months against key performance indicators together with strategy for the year ahead.
- A summary of the full market conditions assessment and revised investment strategy commissioned by the Company's Fund Manager, JLL.
- The JLL market assessment, upon which the business plan is based, looks at the individual attributes of each asset class.
- The risks of investment in individual asset classes specifically reflecting the increased challenges in the high street retail sector.
- The business plan is not the document to analyse the strengths and weaknesses of individual tenant covenant. This is a matter for the Board in its due diligence as those assets arise in the marketplace and for the quarterly portfolio covenant review by Board undertaken independently by fund manager JLL. However, the business plan does review the proportion of the fund let to different strengths of covenant.
- The Business Plan incorporates high level financial cash flow back to the Council through loan repayments. CIFCO borrows on a fixed rate so interest rate fluctuations are mitigated. Cashflow and operational finance is dealt with quarterly by the Board alongside quarterly risk analysis.
- In addition, the Board's future revisions to its investment strategy are influenced by quarterly portfolio analysis report from JLL which covers:
  - Investment Guidelines
  - JLL IPD (a UK benchmarking index) Forecasts
  - Tenant Covenant Log
  - Critical Dates Schedule
  - Individual Property Business Plans
  - Tenancy Schedule
  - Arrears
  - EPC Schedule

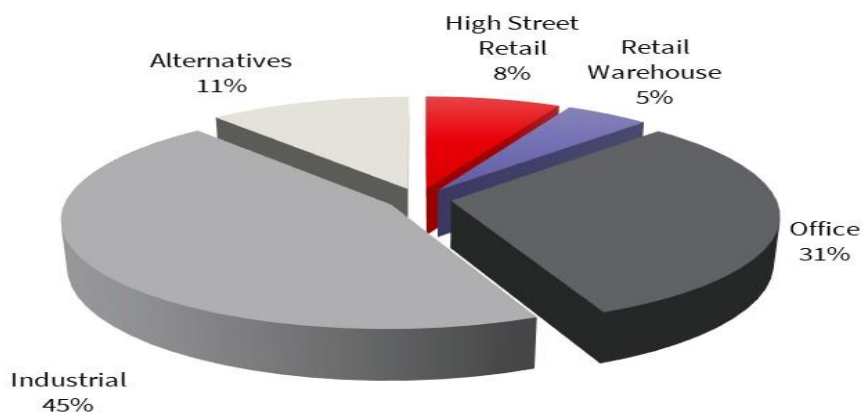
4.11 The original target when CIFCO was established was to hold no more than 25% of the fund in any sector, however with the weakening retail sector over the years since CIFCO was established and which has been exacerbated by the pandemic, the board has continued to successfully diversify the portfolio away from high street retail investments and has increased its exposure to the industrial sector which continues to perform well. The leisure sector has been particularly impacted by the pandemic with few suitable leisure investments being marketed during 20/21. The charts below show the current make-up of the portfolio versus the 2020 strategy.

Portfolio Sector Split 2021 versus 2020 Strategy

Target Core Weightings



Actual Sector Split Weightings March 2021



**5. KEY PERFORMANCE INDICATORS (KPI)**

5.1 The key performance indicators were set within the **2020/21** Business Plan, these are set out below together with performance against these targets: -

<b>KPI</b>	<b>Description</b>	<b>Target</b>	<b>Actual</b>
1	Net Initial Yield (NIY)	5.75%	5.6%
2	Equivalent Yield (EY)	6%	6.15%
3	Progress against 24 Month full investment target to be achieved by April 2021	£100M	£99.2M
4	Quarterly Rent Arrears Measured by the amount of rent outstanding at the end of the quarter as a percentage of the total rent due that quarter.	<5%	Q1-5% Q2-11% Q3-3% Q4-5%

**6. KEY STRATEGIC OBJECTIVES 2021/22**

- Retain all assets at the current time with no sales anticipated
- Complete purchase of Convenience Store asset and no further acquisitions to be made now fund fully invested
- Maximise revenue through pro-active tenant engagement and lease events
- Post- Covid Restriction Re-ignite inspection regime and direct tenant engagement – assess tenant business direction plus repair and maintenance of property
- Enhance ESG & Sustainability credentials – deliver current action plan and demonstrate achievements
- Maintain tight budgetary and credit control
- Manage lease expiries
- Strategic deployment of Capital Expenditure
- Monitor markets for opportunities to enhance value and income - Maintain asset liquidity
- Implement individual asset initiatives creating measurable added value

**7. KEY PERFORMANCE INDICATORS (KPIs) 2021/22**

7.1 The board propose to change the key performance indicators to reflect the end of the acquisition phase and to reflect the emphasis on portfolio management, focusing on income growth, return on investment, sustainability and rent collection.

<b>KPI</b>	<b>Description</b>	<b>Target</b>
1	Increase contracted rent from £5m per annum by 1 <sup>st</sup> April 2022	CPI + 1%
2	Equivalent Yield (EY)	6%
3	Reduce Portfolio EPC Score from 6628 (Average D Rating)	10%
4	Quarterly Rent Arrears Measured by the amount of rent outstanding at the end of the quarter as a percentage of the total rent due that quarter.	<5%

The Board anticipates that KPI 4 may be difficult to meet in the short term due to the continuing challenges of the pandemic but aspire to returning to meet this target longer term.

**8. LINKS TO JOINT CORPORATE PLAN**

- 8.1 A resilient and robust business plan for CIFCO Capital Ltd will contribute to the strong governance of the Company and its performance. The Business plan aligns with The Councils’ Corporate Plan and Medium-Term Financial Strategies delivering an important income stream into our districts to support the delivery of services and projects within our districts.
- 8.2 The investment in CIFCO is a long-term investment which will create a legacy for future generations.

**9. COMPANY STRUCTURE AND IN-YEAR REPORTING**

- 9.1 The Board of CIFCO Capital Ltd (‘CIFCO’) is responsible to its shareholders MSDC (Suffolk Holdings) Ltd and BDC (Suffolk Holdings) Ltd for the proper performance of the company against the business plan approved by the two parent Councils in July each year.
- 9.2 The Board meets monthly to review performance of the assets and fund, make new acquisition decisions, appoint corporate advisers, and put in place strategies and policies for company governance. A wide range of approvals have taken place throughout the year covering risk, performance management, governance, acquisitions, portfolio management, delegations and procurement. Since Lockdown in March the Board have been holding virtual Board meetings and have also held a virtual strategy day.

- 9.3 Each acquisition is recommended to the Board by JLL, approved in the first instance by the CIFCO Board subject to satisfactory due diligence and then reported to each Holding Company Board for further consideration and approval before funds are released. No acquisition can be made without the approval of both Holding Company Boards.
- 9.4 Each quarter the Chairman of CIFCO reports progress at a simultaneous Holding Company Boards meeting. He presents his assessment of the market and company activity during the last quarter and performance data relating to that activity.
- 9.5 The CIFCO Board reviews its annual business plan and investment strategy continuously to ensure that it remains consistent with the marketplace and emerging risks and opportunities. Its investment strategy is developed with advice from JLL. The Business Plan is amended in full annually. The Business Plan is presented to both Holding Companies for consideration and approval before it progresses to both full Councils for final consideration.

## **10. BOARD DIRECTOR PROFILES**

- 10.1 The Board of CIFCO comprises 3 non-executive directors, the managing director (who is also the Assistant Director for Assets & Investments) and two Councillor directors- one from each shareholder, Cllr Rick Meyer and Cllr Elisabeth Malvisi who joined the Board in April 2021 to replace Cllr Holt.
- 10.2 The Board provides Council shareholders' perspective (through the appointment of two elected member Directors and the Managing Director) balanced with a strong commercial property industry expertise (through the appointment of three industry expert Directors not linked to the Council and the Managing Director who is Chartered Surveyor with experience in the property investment market). All Directors undergo a mandatory and externally validated skills assessment before appointment.



**Directors' Profiles**



**Chris Haworth (Non-Executive Director and Chair)** - BSc in Estate management from Reading University, fellow of the Royal Institution of Chartered Surveyors, and a member of the National landlords Association. Partner of Carter Jonas for 12 years, until August 2012, and Head of the National Commercial Division for 8 years.



**Emily Atack (Managing Director and Assistant Director Assets & Investments)** – Emily is a Member of the Royal Institution of Chartered Surveyors (RICS). She has approximately 20 years' experience in both private and public sector, primarily in dealing with commercial property transactions.



**Henry Cooke (Non-Executive Director)**- Investment banking professional with over 30 years' experience in roles across research, sales, trading, structuring, origination, syndication and asset management of US, UK, Australian and European mortgage backed, asset backed, whole-business and real estate financing



**Mark Sargeantson (Non-Executive Director)** – Fellow of the Royal Institution of Chartered Surveyors, partner of Cluttons, until early 1991. Acted for a wide range of property owners and investors mostly in portfolio and asset management in London and across the UK. Joined Fenn Wright, Ipswich in April 1991 and was a partner until 2008 and a consultant to the practice to the present day.

**Elisabeth Malvisi (BDC Councillor Director)**



Elisabeth has over 20 years' experience gained in the retail sector with such household names as Marks & Spencer and the university of Stirling Institute for Retail studies. Established a world leading provider of automotive waste. Elected as a District Councillor in May 2019.

**Richard Meyer (MSDC Councillor Director)**

Retired security risk management professional with senior management experience in: the Armed Forces, RAF Regiment; the Private Sector, De Beers; and the Public Sector with the British Library. He was elected as a District Councillor in May 2019.

**11. CORPORATE GOVERNANCE**

- 11.1 CIFCO Capital continues to have robust corporate governance, reporting quarterly to the BDC (Suffolk Holdings) Ltd and MSDC (Suffolk Holdings) Ltd Boards. Quarterly updates are provided to full Council from the Cabinet Member for Assets and Investments. The Councils' internal audit team completed a review of the company's transaction and property management processes in 2019/20 and found that substantial assurances are in place, with no recommendations for improvement.
- 11.2 CIFCO Capital has complied fully with all Companies House registration and filing requirements. Ensors are the company's financial auditors. CIFCO Capital Ltd.'s financial year aligns with the shareholders financial year ending 31<sup>st</sup> March. The Non-Executive Directors have signed service agreements laying out individual obligations. These agreements are aligned to the Company's adopted Articles.
- 11.3 Board Members undertook Director training focusing on Corporate Law and Director requirements this year and the Board has also adopted a new director guidance code which aligns with other companies within the group and clearly sets out the expectations, responsibilities and obligations for all directors.
- 11.4 A self – evaluation and an evaluation of the Chair is undertaken by the Board annually.

12. FINANCIAL PERFORMANCE AND ACQUISITION PROGRESS

12.1 The Councils have received total net income of circa £5.49m since CIFCO's incorporation in 2017, details are set out in the table below:

12.2 The Councils have different treasury management approaches and as such whilst the gross amount receivable from CIFCO is the same, the net amounts differ depending upon the Councils' finance costs, as illustrated in the table below for 2020-21:

<b>BDC</b>	<b>£m</b>	<b>MSDC</b>	<b>£m</b>
<b>CIFCO Tranche 1 £26.097m</b>		<b>CIFCO Tranche 1 £26.097m</b>	
Interest Receivable (From CIFCO)	-1.162	Interest Receivable (From CIFCO)	-1.162
Interest Payable		Interest Payable	
£14.847m Short term loans Average rate 0.32%	0.029	£3.597m Short term loans Average rate 0.51%	0.026
£5m 10 Year loans @ 1.71%	0.073	£10m 10 Year loans @ 1.71%	0.147
£6.25m 50 Year loans @ 2.63%	0.162	£12.5m 50 Year loans @ 2.63%	0.324
Total Interest Payable	<b>0.264</b>	Total Interest Payable	<b>0.497</b>
<i>NB. £11.25 PWLB borrowing not yet taken</i>		<i>NB. All £22.5m PWLB borrowing taken</i>	
<b>Net Return</b>	<b>0.898</b>	<b>Net Return</b>	<b>0.665</b>
<b>CIFCO Tranche 2 £23.492m</b>		<b>CIFCO Tranche 2 £23.492m</b>	
Interest Receivable (From CIFCO)	-0.389	Interest Receivable (From CIFCO)	-0.389
Interest Payable		Interest Payable	
Short term loans Average rate 0.32%	<b>0.013</b>	Short term loans Average rate 0.51%	<b>0.037</b>
<i>NB. PWLB borrowing taken</i>		<i>NB. PWLB borrowing taken</i>	
<b>Net Return</b>	<b>0.376</b>	<b>Net Return</b>	<b>0.352</b>

12.3 The Councils' investment in CIFCO was completed by 31st March 2021, with a total of c.£99.2m being drawn down by CIFCO over the full investment period. This included a sum of approximately £4.5m for transactions that were due to complete after the 31st of March (Cavendish Street, Ipswich & Convenience Store in East Anglia) and approximately £1.6m for future capital investments in the portfolio. Approximately £810,000 of this is due to be invested during this financial year as set out below: -

Property	Town	Tenant	Description	Capital Investment
Epsom	Renaissance House Common Parts	Common Areas	Common Parts Reception & WC refurbishment	£ 120,000
Harlow	2& 3 Pasadena Way	Vacant	Full refurbishment including roof replacement for reletting.	£ 425,000
Harlow	Unit 2 Princes Gate	Under Offer Sports Bike Shop Ltd	Refurbishment to enable reletting	£ 120,000
Norwich	24 Kingsway	Wurth	Full refurbishment enabling new lease to Wurth	£ 100,000
Coventry	2a & 2b Pilot Business Park	Agreement to lease Nisbetts	Removal of mezzanine and refurbishment	£ 45,000
			<b>2021/22</b>	<b>£ 810,000</b>

12.4 Capital investment in the portfolio is essential to protect and enhance the value of the portfolio ensuring that the properties remain fit for purpose and attract the highest possible rent and best tenants. For example, the refurbishment of 2 & 3 Pasadena Way will increase the ERV (estimate rental value) from £7 psf to £10 psf once the works are completed as well as ensuring that the property attracts a better tenant with a stronger covenant and therefore enhancing the investment (capital) value of the property. The remaining £835,000 will be held by CIFCO for future capital investments in the portfolio. There is no further investment by the Councils planned within the Councils' Medium Term Financial Strategies.

12.5 The CIFCO accounts for the year ending 31st March 2021 show a loss of £4.44m before taxation. This loss includes the one-off costs of acquiring the 6 additional assets during 2020/21 (including stamp duty and fees of circa £2m) and an adjustment in portfolio valuation following the annual year-end revaluation (£2.4m). This is a capital loss as a result of the reduction in the value of assets held on the company's balance sheet. The value of this company is effectively the same as the value of the assets (properties) it owns and as such the company value (and equity or shares within it) will fluctuate in line with the property values. This "paper loss" does not require any additional capital or equity to be invested within the company and would only be realised in the event that properties are sold. The reduction in value of the portfolio and costs of acquisition are recorded as an impairment within the trading accounts. This

impairment is also reflected in the shareholders accounts to reflect the changing value of the company. The total loss across the company structure in this regard is £4.4m for 2020/21.

- 12.6 The portfolio was revalued as at 31st March 2020 by Knight Frank as independent valuers. The portfolio value reduced by 2.88% (c. £2.4m) overall. Whilst some of the asset values have increased, others remained stable, a number have been adjusted downwards particularly in the retail sector, reflecting the structural change and malaise in the High Street which has been accentuated by COVID 19.
- 12.7 Trading conditions were challenging during 2020/21 and quarterly rent collection has been below our long term KPI, however significantly better than some other funds- particularly retail and leisure weighted funds. The rent collection figures to date are set out below, however these figures may increase further as arrears continue to be recovered:
- June Quarter 2020– 95%
  - September Quarter 2020– 89.08%
  - December Quarter 2020— 97%
  - March Quarter 2021– to date – 95%
- 12.8 Overall arrears are currently £242,000 (as at 27<sup>th</sup> May 2021) which represents approximately 5% of the annual contracted rent. Rent collection has been a significant focus during the course of 20/21 with approximately 20 requests from tenants to vary payment terms, including moving from quarterly to monthly rental payments and some requests for rental concessions. All requests were considered on a fair and reasonable basis and in the context of limited recourse being available to Landlord's to pursue debts- Government restrictions limiting debt recovery are currently in place until June 2021 but may yet be extended further.
- 12.9 In most situations CIFCO tenants have been keen to maintain a strong relationship with their landlord and payment plans agreed. In addition to informal agreements in relation to rental payment, CIFCO has been subject to some tenants entering into administration and 1 CVA with Nero Holdings Limited. The CVA has resulted in an agreement for 30% of the rental arrears being paid with the balance written off and a turnover rent being paid for 3 years. Overall, approximately £240,000 of bad debt has been written off (approximately 5% of the current contracted rent) for the trading year 2020/21. Further details are set out below: -

<b>Property</b>	<b>Tenant Administration</b>	<b>Current Position</b>
Princes Gate Retail Park, Edinburgh Way, Harlow	Go Outdoors Ltd	Assignment to Go Outdoors Retail Limited
Princes Gate Retail Park, Edinburgh Way, Harlow	Lewis's Home Retail Ltd.	Let to Sports Bikes Limited
Unit 24 Kingway, City Trading Estate, Norwich	Economy German Kitchens Ltd	Let to Wurth Ltd
Units 2-3 Pasadena Trading Estate, Harlow	Majestic Shower Company Ltd	Vacant- Refurbishment Underway
DW FITNESS, Tritton Road, Lincoln	Dave Whelan Sports Ltd	Assignment to SDI Fitness Ltd.
36-39 Long Causeway, Peterborough	Nero Holdings Ltd	Nero remain in occupation subject to CVA

12.10 Whilst rent collection was challenging throughout the last financial year, the diversity of the portfolio in terms of tenant, location and sector mitigated the impact of COVID 19 on the fund and helped to maintain an important income stream for the Councils, with full debt repayments being made to the Councils. The Councils' total interest repayments in respect of loans taken out to fund CIFCO equated to £810,000 in 2020/21 which is equivalent to an average of approximately 16% of the current contracted rent payable to CIFCO (5.5% Babergh DC & 10.7% Mid Suffolk DC). Rental collection by CIFCO would need to fall significantly before it was insufficient to cover the Councils' related debt.

12.11 The capital investment for the first phase of funding from Babergh and Mid-Suffolk District Councils is scheduled to be repaid in full by December 2068 with the second phase being repaid by 2071. During 2020/21 CIFCO has been able to maintain full debt repayment to the Councils, however this is not expected to be the case for the next 3 years as the fund continues to recover from the impacts of the pandemic. It is proposed that debt repayments are deferred for 13% of the portfolio during 21/22, 11% in 22/23, and 6% in 2023/24. All deferred repayments will be accrued in the Councils' accounts and additional interest will be payable to the Councils in relation to these delayed repayments. The table below sets out the debt repayment schedule for the next 3 years together with additional interest charges. In the event that income levels exceed expectations, CIFCO will endeavour to make full debt repayments.

<b>Financial Year</b>	<b>Amount of Repayments to be Deferred</b>	<b>Full Repayment</b>	<b>Adjusted Repayment</b>	<b>Additional Late Payment Interest Payable on deferred amount</b>
2021/22	£654,678	£4,867,981.25	£4,213,303.49	£35,349.19
2022/23	£538,570	£4,867,981.25	£4,329,410.93	£15,876.58
2023/24	£293,493	£4,869,970.99	£4,576,478.47	£2,982.78
			<b>Total</b>	<b>£54,208.55</b>

12.12 The costs of operating the portfolio are borne by CIFCO Capital Limited and these include finance costs, management, legal, audit and accountancy fees, director costs and staffing costs (paid to the Council) and any property expenses such as repairs that are not the responsibility of the tenants. The running costs for 2020/21 excluding finance costs, impairment and bad debts equated to approximately £838,000 including recharges of £70,000 paid to the Council for staff and premises overheads. Operating budgets for the next three years are set out within Appendix 4.

12.13 The Board has considered the merits of acquiring 111 assets, rejected 85 as unsuitable, submitted offers on 26 and acquired 7 assets. Details of which are set out in Appendix 2 along with the other properties within the portfolio.

**13. CORPORATE APPOINTMENTS**

13.1 In 2021/2022, the Board will work with the following corporate partners to support its investment activity:

- JLL – Fund Manager and Acquisitions Adviser
- Birketts LLP - Legal Adviser
- Zurich UK – Corporate Insurer
- Axa - Portfolio Insurer
- Aquilla Insurance Brokers Ltd - Insurance Broker
- Lloyds Bank PLC – Corporate Banking
- Ensors – Accountancy and Audit
- Grant Thornton – Tax and Strategic Finance Advice
- Workman LLP – Property Management

The portfolio valuation contract is due to be reviewed during 2021/22.

**14. RISK MANAGEMENT**

This report most closely links with the following Significant Risk:

Risk Description	Likelihood	Impact	Score	Mitigation Measures
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<p><b>10)</b> If the Capital Investment Fund (CIFCO) does not generate forecast investment returns, we may be unable to meet the income projections for the Councils</p>	<p>2</p>	<p>4</p>	<p>8</p>	<p>The adoption of the proposed business plan will provide governance, accountability, and a framework for the management of the property fund. CIFCO activity continues to be closely monitored, together with market conditions and any changes or prospective changes in government legislation.</p>
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- 14.1 The Board of CIFCO Capital Ltd actively manages risk and considers the fund risk register formally at the Board meetings each quarter. There is a comprehensive risk management strategy in place which requires the Managing Director to attend a group risk panel each quarter to report on risk to the Holding Company Chairs and shareholder senior risk officers.
- 14.2 The Board continues to review the risk register regularly as a consequence of COVID 19 to ensure that risks were appropriately recorded and mitigated. This year the Board has undertaken a full review of the risk strategy and mechanism for quantifying risk to ensure that it robust and fit for purpose particularly in the light of the pandemic.

**15. REVISED BUSINESS PLAN CONSULTATIONS**

- 15.1 The Board of Directors considered the 2021/22 business plan at a virtual strategy day in March with its adviser JLL. The Business Plan has subsequently been developed with the Board of CIFCO and approved by both BDC and MSDC Holding Companies who recommend its approval by the Council for adoption by CIFCO.

**16. EQUALITY ANALYSIS**

- 16.1 An Equality Impact Assessment was originally completed in September 2016. The outcome of the assessment was that the strategy itself will not impact residents, staff or any specific protected characteristics. Funding for the programme is independent of existing revenue streams and therefore it will not impact the delivery of any existing front-line services.

**17. ENVIRONMENTAL IMPLICATIONS**

**Sustainability**

- 17.1. During 20/21 CIFCO adopted a sustainability policy attached at Appendix 7. Taking action on climate change and the greenhouse gas emissions which cause



it, is a critical part of building a more sustainable future – and every business must play their part. Buildings account for 40% of emissions, creating an urgent need for the real estate sector to develop and implement plans to transition to net zero carbon.

17.2. Methods of measuring the sustainability of investment property portfolios are still developing, however whilst this is the case, we will seek to measure the sustainability of our portfolio with the data currently available, namely EPC data. All of the properties held within the portfolio have EPC ratings, 71.5% are rated D and above with the 27.3% rated E and 1.3% rated F. The table below sets out the current portfolio rating, together with target ratings to achieve by the end of this financial year. The target equates to a 10% reduction in portfolio rating, which would move the portfolio from a D rating to a C rating.

Total Portfolio Rating	6628
Average Portfolio Score	83
Average Portfolio Rating	D
Target Portfolio Rating April 2022	5965
Target Average Portfolio Score April 2022	75
Target Average Portfolio Rating April 2022	C

17.3. Whilst our tenants are largely responsible for maintaining and repairing their own demises, CIFCO is keen to support tenants to improve their EPC ratings and to improve the ratings of buildings within our control, such as vacant properties and the common parts of multi-let buildings.

17.4. The action plan below details current planned or potential sustainability improvements and how they are to be measured. As initiatives are implemented JLL and Workman will record and measure the benefit for future reporting purposes.

Property	Initiative	Measurement
Renaissance House, Epsom	LED lighting 1 <sup>st</sup> /3 <sup>rd</sup> floor	EPC rating improvement/energy consumption
Renaissance House, Epsom	LED lighting to common parts	EPC rating improvement/energy consumption
Renaissance House, Epsom	Smart Meters	Energy consumption
Units 2&3 Pasadena Way, Harlow	Refurbishment works/materials/lighting/smart meters/insulation	Identify specific green construction ratings. EPC rating improvement
Units 2&3 Pasadena Way, Harlow	PV panels feasibility study to new roof	Energy savings
Unit 24 Norwich	Refurbishment works/materials/lighting/smart meters/insulation	Identify specific green construction improvements
Olympus Park	Cycle Cage feasibility	Social and environ benefits
Unit 2 Princes Close, Harlow	Engage with prospective tenant on refurbishment works – identify green initiatives	
Renaissance, Epsom	Electric charging points in car park - feasibility	Support use of green energy through take up
Green Leases	Workshop with Birketts to review green covenants in leases and consents for alterations	Identify lease improvements
Coventry	Establish use of existing solar panels	Measure take up and energy consumption

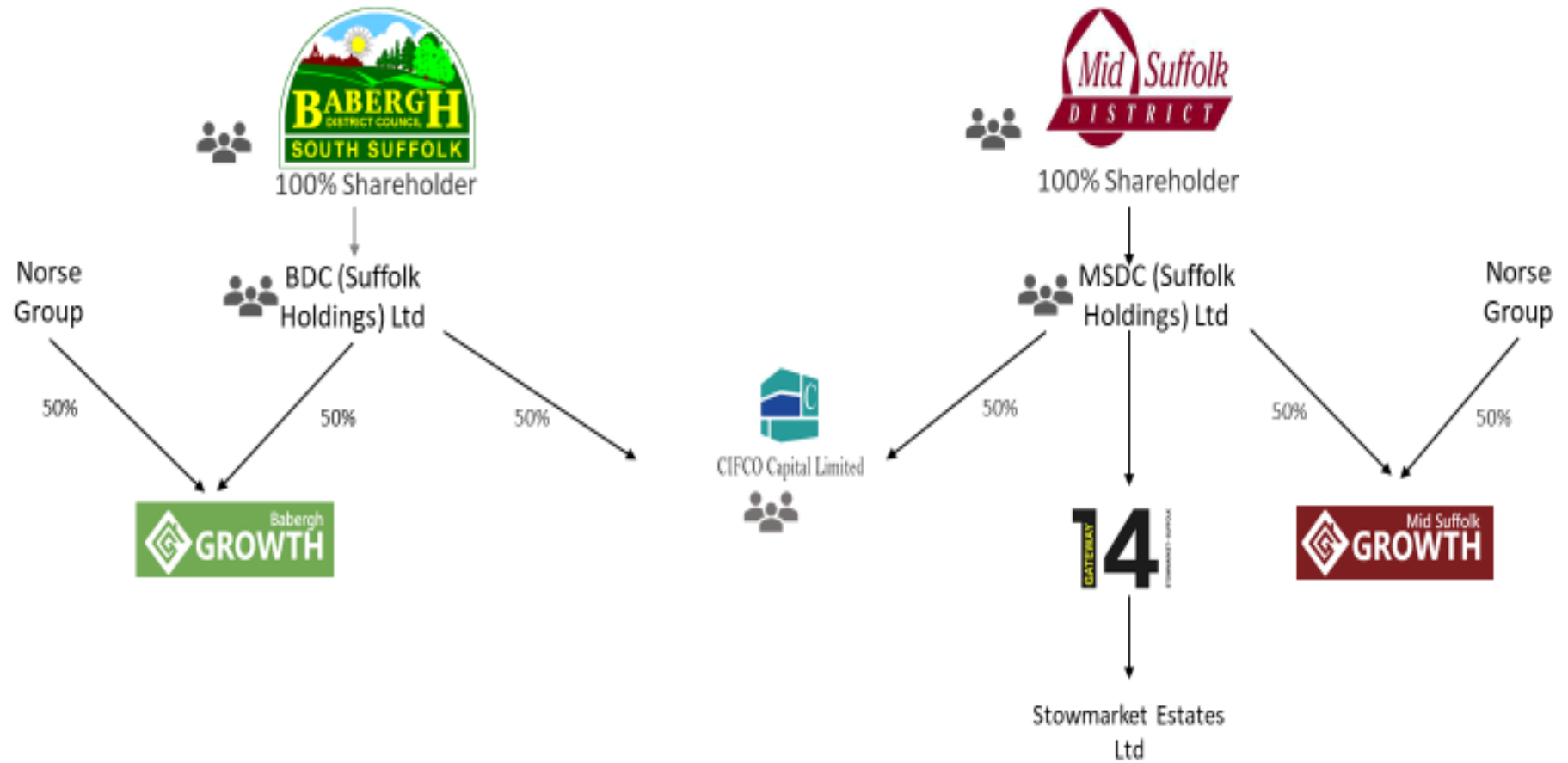
**18. APPENDICES**

Title	Location
(a) Company ownership structure	Attached
(b) DRAFT CIFCO CAPITAL LTD Business Plan 2021/22 (CONFIDENTIAL)	Attached

DRAFT

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# Trading Companies' Structure



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# Agenda Item 9

## BABERGH DISTRICT COUNCIL and MID SUFFOLK DISTRICT COUNCIL

<b>TO:</b>	<b>JOINT OVERVIEW AND SCRUTINY COMMITTEE</b>	<b>REPORT NUMBER: JOS/21/3</b>
<b>FROM:</b>	<b>Cabinet Member for Environment</b>	<b>DATE OF MEETING: 28/06/2021</b>
<b>OFFICER:</b>	<b>Cassandra Clements, Assistant Director – Environment and Commercial Partnerships</b>	

### SCRUTINY AND REVIEW OF THE JOINT PARKING STRATEGY PROCESS AND TIMELINE

#### 1. PURPOSE OF REPORT

- 1.1 The approval of the Joint Area Management Parking Plan (JAMPP) and the subsequent Babergh District Council Car Parking Study Report in February 2021 (BCa/20/31) highlighted the increasing need to develop a Joint Parking Strategy (JPS) for the medium to long term (5 -10 years).
- 1.2 The purpose of the report is to outline the proposed process and timeline for the development of the Babergh and Mid Suffolk Councils first JPS and to receive the committees views on that process.

#### 2. OPTIONS CONSIDERED

- 2.1 To continue without a Parking Strategy – this option was not taken up due to the clear need for a joined-up strategy that looks at all elements of Parking. That being everything from on-street and off-street, through to the economic, environmental, and community impacts.

#### 3. RECOMMENDATIONS

- 3.1 That the contents of this report be noted and taken forward as part of the report to Cabinet on 5 July 2021.
- 3.2 The Committee may make recommendations on this process as it deems appropriate.

#### REASON FOR DECISION

To scrutinise the proposed process and timeline for the development of Babergh and Mid Suffolk Councils first Joint Parking Strategy.

#### 4. KEY INFORMATION

- 4.1 As mentioned previously, the approval of the Joint Area Management Parking Plan (JAMPP) and the subsequent Babergh Car Parking Study Report highlighted the increasing need to develop a Joint Parking Strategy (JPS) for the medium to long term (5 -10 years).

- 4.2 Ensuring the right level and types of car parking facilities, and the right controls are in place for their use, will help to support regeneration and enable development in and around the District's town centres as well as in rural villages. It is important to ensure that shoppers, tourists, visitors, residents, workers and commuters have access to sufficient, good quality, safe, welcoming parking opportunities.
- 4.3 The Councils are committed to developing a JPS that aligns with its Strategic Priorities as well as the UN Sustainability Goals.
- 4.4 The pre-consultation element of the process is purposefully open to capture all areas for discussion. Analysis of the data gained from these open and honest conversations will allow us to develop themes and in turn, discuss these themes further to gain specific views.

Developing a theme-based approach enables us to concentrate on one specific area at a time ensuring that we truly comprehend the detail and specifics involved.

- 4.5 We anticipate significant stakeholder engagement including, but not limited to the following:
- Officers – in the form of a project group involving officers from across the Councils including Planning, Communities, Communications, ICT, Housing, Economic Development and Regeneration etc
  - Local residents
  - Local businesses – including Tourist Information Centres, local bus companies, taxi operators
  - Members
  - Town and Parish Councils
  - Local town vision boards
  - Network Rail / Greater Anglia
  - Local Chamber of Commerce / Central Suffolk Chamber of Commerce
  - Suffolk Disability Forum
  - Other car park owners
  - Other local authorities - Suffolk County Council, Ipswich Borough Council, West Suffolk Council and Suffolk Police
- 4.6 We are committed to being fair and consistent in our approach, to provide all involved the same access to engagement in line with the Councils values.
- 4.7 All Stakeholders will be consulted at each milestone as opposed to via a working group.
- 4.8 External consultation expertise will be required to provide support to the Council and its officers in preparing the JPS.
- 4.9 The process for developing a JPS is expected to take approximately 18 months commencing now and culminating in an approved Strategy by December 2022. A detailed breakdown of the proposed timeline is shown in Table 1 below.



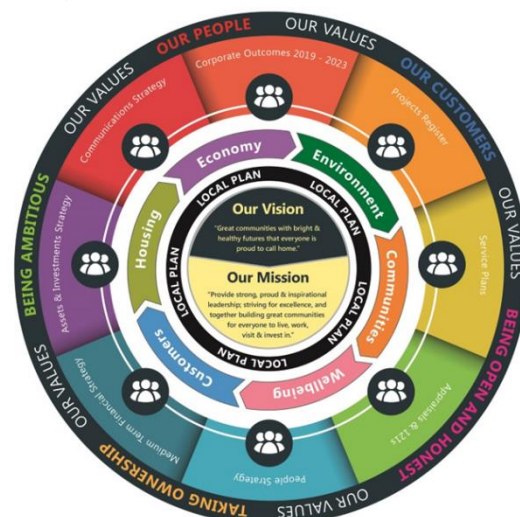
**Table 1**

<u>Task</u>	<u>Completion Date</u>
Agree the Parking Strategy process with Joint Overview and Scrutiny Committee	28 June 2021
Draft pre-consultation document	Jun / Jul 2021
Cabinet meeting • agree process / costs and signed off with approval from Overview and Scrutiny Committee	5 July 2021
Pre-consultation to take place	30 August 2021
Desktop exercise including: • legislative research • previous surveys	Aug to end Oct 2021
Consultation by theme • includes members (all member workshops)	1 Oct to 31 May 2022
Data Gathering including: • capacity • occupancy • churn • usage • costs • fees & charges	
Final draft strategy	
Informal Cabinet discussion	
Public consultation	
All member workshops	Aug 2022
Overview and Scrutiny Committee	Oct / Nov 2022
Informal Cabinet discussion (EWC)	
Full Council	
Report to Cabinet	Dec 2022

**5. LINKS TO CORPORATE PLAN**

5.1 The Joint Corporate Plan identifies six strategic priorities as set out in the visual below. Parking is intrinsically interlinked with the strategies that underpin the other five priority areas of Housing, Communities, Well-Being, Economy and Customers. Specifically:

- Thriving, sustainable and connected Communities
- To value, enhance and protect our Environment
- Development and Regeneration
- Local Transport



## 6. FINANCIAL IMPLICATIONS

There will be financial implications with regard to the production of the JPS namely for external consultation expertise as referred to in section 4.8 of the report the cost of which is yet to be determined.

## 7. LEGAL IMPLICATIONS

7.1 There are no legal implications arising from this report.

## 8. RISK MANAGEMENT

8.1 This report is most closely linked with the Council's following Significant Risks: No. 6 - Decline in our key towns impacts upon economic prosperity of the districts; No. 11 - We may be unable to react in a timely and effective way to financial demands; Risk No. 12 - The Council may be perceived to be untrustworthy and have a poor reputation; and Risk No. 16 - The Council will not be carbon neutral by 2030.

8.2 Key risks are set out below:

<b>Risk Description</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Mitigation Measures</b>
Unable to influence motorist behaviour into more environmentally friendly methods of transport resulting in traffic congestion and poor air quality – threatening Council's Climate Emergency declaration and its aim to become carbon neutral by 2030.	Highly unlikely	Noticeable	Communications, move to other options to be discussed in future Strategy
Imbalance in policy, charging, town centre vitality, leisure, etc. impacting on visiting footfall in our towns and the economy.	Highly unlikely	Serious	Research has found that availability of parking, rather than charging, tends to impact town centre vitality.
Inability to understand and prepare for future growth needs e.g. housing, businesses etc	Highly unlikely	Disaster	
If relevant stakeholders with decision making responsibilities do not actively engage, this could negatively impact what we can do with the strategy.	Unlikely	Noticeable	

## 9. CONSULTATIONS

9.1 No formal consultation has been undertaken to date.

## **10. EQUALITY ANALYSIS**

10.1 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.

## **11. ENVIRONMENTAL IMPLICATIONS**

11.1 Following its Climate Emergency declaration, the Council must look at ways to influence motorist behaviour. A small but simple change in motorists behaviour could make large improvements in air quality, reductions in congestion and CO<sub>2</sub> emissions. Small changes can reap rewards in terms of congestion and air quality management.

11.2 To encourage drivers to consider other more environmentally friendly methods of transport, wherever possible, the Council need to take into consideration the following points:

- Traffic congestion, air quality and the availability of other modes of travel as key considerations in setting the quantities of parking available, the location, the restrictions or controls applied, and parking tariff employed.
- Support for low-car and car-free developments, cycleway improvements, support for other Active Travel initiatives and lower provision of car parking in appropriate areas.
- Electric Vehicle (EV) charging points in shoppers and residential car parks encourage alternatives to internal combustion engine car travel, reducing air pollution at the point of use.

## **12. BACKGROUND DOCUMENTS**

12.1 BCa/20/31 Babergh Car Parking Study report

12.2 BCa/19/39 Joint Area Parking Management Plan

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## INFORMATION BULLETIN

### Babergh and Mid Suffolk Joint Overview & Scrutiny Committee – 28<sup>th</sup> June 2021

#### Land Adoptions Policy

Access to high quality open spaces and opportunities for sport and recreation can make an important contribution to the health and wellbeing of communities.

The [Babergh and Mid Suffolk Open Space Assessment \(2019\)](#) identifies the following types of open space and defines standards for their provision.

- **Allotments** – Places where people grow their own produce and plants. (These are normally controlled via an Allotment Association or similar)
- **Amenity Green Space** – Normally open areas of grass greater in size than 0.15 hectares, fully accessible to the general for informal recreation and activity, but not formally laid out for sport or managed
- **Natural Green Space** - Normally publicly accessible areas such as meadows, woodlands and copses with natural characteristics and wildlife value
- **Parks and Recreation Grounds** – normally bringing together parks and gardens and outdoor sports facilities with multi-functional uses for both formal and informal recreation purposes i.e. Belle Vue Park in Sudbury
- **Play Space (Children and Youth)** – areas suitable for play for children (up to 12 years), youth (13 years plus). Normally with fixed play equipment to suit the age ranges i.e. Swings, slides, climbing frames, skateparks, Multi-use Games areas (MUGAs)

In addition, areas such as school sites, church yards and cemeteries, amenity green spaces (less than 0.15 hectares) and sports club spaces have been identified but no standards set as they are not generally fully accessible to the public i.e. They have an element of control on their use and/or have no recreational value.

There are no legal requirements for Councils to adopt open space arising as part of new development and there is a developing industry presumption towards alternative management arrangements for such areas. Many developers are already implementing options such as employing local land management companies. These alternative options are proving more viable for the developer than paying the substantial commuted sums required by local authorities to adopt and manage the areas. However, they are unpopular with residents, particularly where such arrangements are not communicated as part of the purchase process.

From a public realm perspective there are significant opportunities associated with Council management of publicly accessible open space. For example, a management companies' short mown grassland under Council management can become parkland which still provides open green space, but also provides space for trees, wildflowers and habitat creation.

#### **Process to agree nature of provision and future management.**

At the initial stages of the planning process the Council will consider developer proposals for open space within the context of the overall development, including whether they adequately meet the local standards (taking into account surpluses or deficits in existing provision) as included within Local Plan policies at a Parish level.

The National Planning Policy Framework (NPPF) requires local planning authorities to set out policies to guide and facilitate these aspirations being achieved. The adoption policy needs to define Babergh and Mid Suffolk District Councils principles throughout this process and should clearly outline:

- The criteria by which the Councils decide to adopt, manage and maintain any new open space.
- The procedure for calculating appropriate commuted sums and duration of maintenance agreement.

- Where the Councils decide not to adopt, the hierarchy of offering the open space to other groups for management and the associated commuted sum and maintenance contribution.
- A process for temporary adoption by the Council for a set period which provides time for a local Town, Parish Council, or community group to become suitably able to adopt the land and management responsibility.

**Next Steps:**

28 <sup>th</sup> June	Debate the topic at Joint Overview and Scrutiny Committee  O&S Committee identify individual members to form Task and Finish Group
July to September	Task and finish group of members, supported by officers formulate draft Land Adoptions Policy
14 <sup>th</sup> October MSDC 18 <sup>th</sup> October BDC	Draft policy returned to Overview and Scrutiny for recommendations
6 <sup>th</sup> December	Draft policy presented to Cabinets for formal agreements
January - May 2022	Assets and Public Realm Officers work with Planning team to create Supplementary Planning Document from Adoptions Policy to support delivery of new Joint Local Plan.

**Sara Cameron – Corporate Manager, Strategic Property, Assets and Investments**

**Will Burchnell – Corporate Manager, Public Realm**

## INFORMATION BULLETIN

### Babergh and Mid Suffolk Joint Overview & Scrutiny Committee – 28<sup>th</sup> June 2021

#### Insourcing Babergh Public Realm project



Public Realm is one of only two services that remains to be integrated under the “Working Together” arrangements. At present, Mid Suffolk District Council uses an in-house team to deliver the services, whilst Babergh District Council has an outsourced contract with IdVerde.

In May 2020, the Councils commissioned East of England LGA (EELGA) to prepare an Options Review which considered the following four models:

1. Continue to deliver the services ‘as is’.
2. Bring the services together in a single in-house operation.
3. Outsource both services.
4. Establish a trading company (wholly owned LATCo) to deliver both services.

Following a Scrutiny session by this Committee, a Cabinet decision in September 2020 resolved that the Public Realm services be brought together in a single in-house operation. It was also resolved that the LATCO be retained as an option for future consideration.

Following the Cabinet decision, a cross-functional team of officers was set up to manage development and delivery of this project. This bulletin summarises the work of this group to date, sets out the current position and the programme of activity for the remainder of 2021.

#### Key Risks:

##### Staff:

Staff numbers coming across through the TUPE process will only be accurately known one month before the IdVerde contract ends (31<sup>st</sup> October 2021) as per TUPE rules. We have a rapid recruitment process in place to fill any staffing gaps, as well as utilising the Government’s Kickstart scheme to support any gaps. Permanent recruitment will take a minimum of 6-8 weeks to get new staff in post.

##### Data:

Digitising public realm data and transitioning to real time digital job management system similar to that used by the Waste team is a large strand of the integration work. There is a significant volume of data that needs to be collated. To support this we will buy in additional support from a data cleansing team to assist with collating data and presenting it in a format that can be easily accepted by the new software solution.

## Procurement:

Combined impacts of Brexit, Covid-19 and global semi-conductor supply mean Ford cannot supply the vans and 4x4's we require for November. We have therefore moved our fleet procurement to Vauxhall vehicles which are similar specification and cost to Ford. Vauxhall do not have the same supply chain issues and can supply the numbers of vehicles required within our timescale.

## Finance:

### Capital budget:

BDC allocated £715,000 for vehicle and plant procurement.

Current spend is £453,599 and includes new road sweeper, tractor and Vauxhall vans for grounds and streets teams.

Additional expenditure planned 1x 4x4 vehicle, mowers, brush cutters and hand tools.

### Transition budget:

£98,100 allocated from the Transformation Fund (BDC) and Growth & Efficiency Fund (MSDC) to cover costs of depot reconfiguration at Calais street, ICT, Initial PPE and uniform, H&S training. Costs provisionally shared equally between the two councils.

### Operational Budget:

2021/22 budget remains at same level as previous year. Currently there is a small projected underspend, however until staff costs are finalised, we cannot say what this might be.

## Public Realm organisational review:

The Public Realm Services business case prepared by Mark Emms in July 2020 as part of the options appraisal work identified the need for a review of the public realm service. In 2020, this review was already required and insourcing the services acts as a further catalyst for management reorganisation due to the fundamental change in service delivery model from being outsourced to insourced. The proposed review was scheduled for after the insourcing had taken place, but the timescale for this review has been brought forward. This has three major benefits:

- The structural changes to the public realm team can be implemented and staff settled into their roles before the Babergh team join.
- The BMSDC staff structure can be included in conversations with IdVerde staff and they will understand where they fit in the structure before joining.
- It removes the uncertainty amongst staff of further reviews on the horizon after the public realm teams are combined.

The proposed structure is detailed below, the main changes to the team are:

### Public realm officers:

Reshaping the public realm officer team to create a resilient structure where each officer can carry out day to day public realm activities, but within those roles adding a specialist area of focus and expertise. The number of FTE will remain the same.



Arboriculture officers:

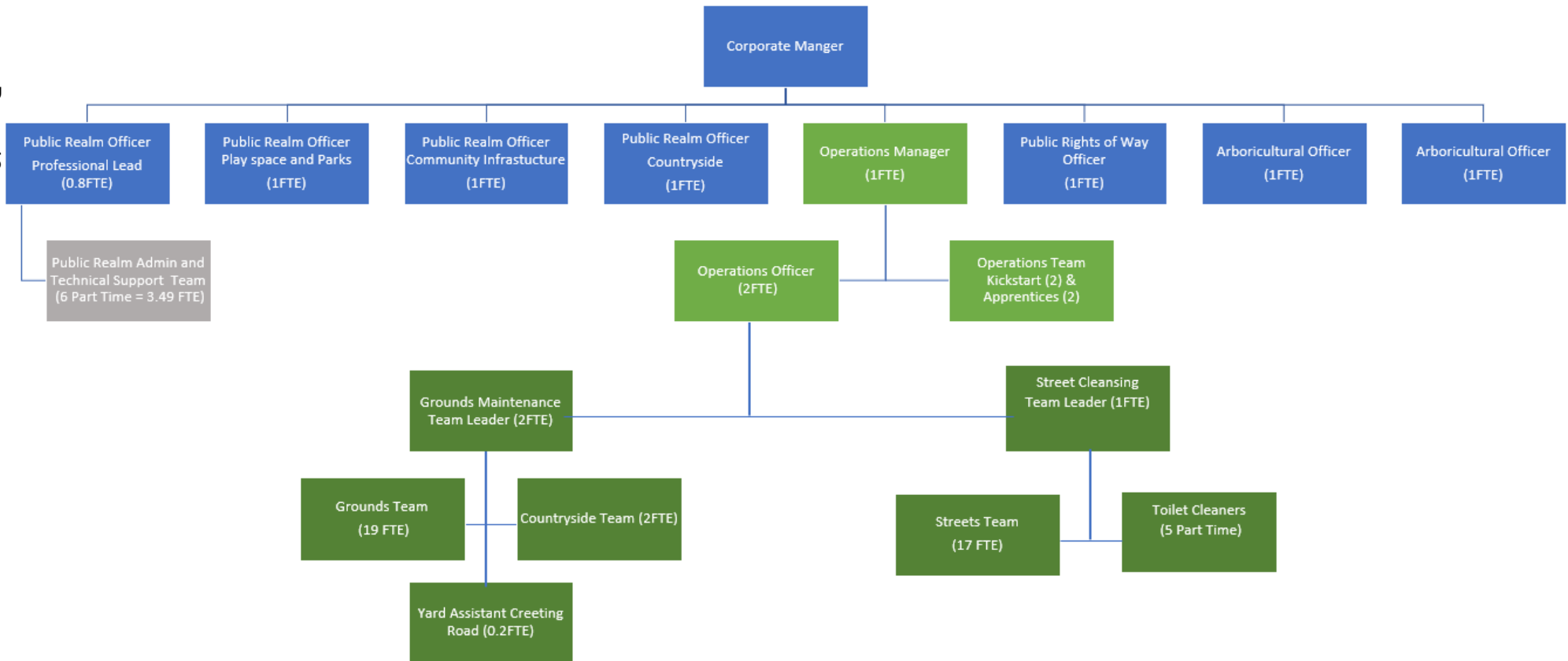
Changing the Assistant Arboriculture Officer role to full Arboriculture Officer and standardising job description across both officers. This creates parity within the team, provides flexibility to support Planning Team with tree consultation when there are high volumes of requests and operational resilience to cope with illness and annual leave. The remaining work left over from the change in post is idea for external contractors, or can be easily shared across the Public Realm Team.

Operations Team:

Creation of an Operations Manager role to oversee grounds maintenance and street cleansing across Babergh and Mid Suffolk. This role is key to bringing both operational teams together culturally to work as one group across both districts and ensuring that the quality of service continues to improve. The postholder will manage two Operation Officers, one based at Creting Road Depot, Stowmarket and one at Calais Street in Hadleigh. They will also manage staff joining the team on temporary contracts through the Kickstart programme and the operations team apprentices.

**Proposed Public Realm team structure from 1<sup>st</sup> November 2021:**

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**Readiness:**

The following table shows the various BMSDC teams involved in the insourcing project.

Resources and Expertise Required	In place (Yes / No)	Detail
<b>Project Team</b>	Yes	<ul style="list-style-type: none"> <li>Project team in place and meeting regularly.</li> </ul>
<b>HR</b>	Yes	<ul style="list-style-type: none"> <li>BMSDC and IdVerde HR teams working well together.</li> <li>TUPE process defined.</li> <li>BMSDC HR and Public Realm Corporate Manager meeting with all IdVerde staff July</li> <li>Planning for new starter welcome, introduction to BMSDC and programme of training and induction to begin July.</li> </ul>
<b>Finance</b>	Yes	<ul style="list-style-type: none"> <li>Budget agreed for 2021/22 - no change from 2020/21.</li> <li>Transitional funding of £98,100 agreed from Transformation Fund (BDC) and Growth &amp; Efficiency Fund (MSDC), provisionally shared equally between the two Councils.</li> </ul>
<b>Procurement</b>	Yes	<ul style="list-style-type: none"> <li>Sweeper procurement completed, delivery July.</li> <li>Tractor and Mower procurement completed.</li> <li>Vehicle procurement underway, orders placed.</li> <li>Hand tools, small plant and equipment currently out to tender.</li> </ul>
<b>IT</b>	Yes	<ul style="list-style-type: none"> <li>IT team aware of project work and requirements.</li> <li>Phone order for new starters to be placed in September</li> <li>Data collection work package for Public Realm in-cab solution from Whitespace to be begin in July.</li> </ul>
<b>Risk Management</b>	Yes	<ul style="list-style-type: none"> <li>Risk register in place since start of project. Reviewed monthly and updated as new risks arise or risk analysis changes.</li> </ul>
<b>Health and Safety</b>	Yes	<ul style="list-style-type: none"> <li>H&amp;S Team aware of the project and working with HR Team.</li> <li>Meetings scheduled for end May to plan PeopleSafe Devices, Health screening, BMSDC H&amp;S Training.</li> <li>Health and safety screening and training activities will be programmed into Phase 2 of the insourcing project as part of induction and integration for all new starters</li> </ul>

## Schedule

Date	Item	Completed
<b>September 2020</b>	<ul style="list-style-type: none"> <li>Babergh Cabinet resolves to bring public realm service in house</li> </ul>	Yes
<b>October 2020</b>	<ul style="list-style-type: none"> <li>Will Burchnall appointed Corporate Manager, Public Realm</li> </ul>	Yes
<b>November 2020</b>	<ul style="list-style-type: none"> <li>Project team set up to manage bringing public realm service in house</li> </ul>	Yes
<b>March 2021</b>	<ul style="list-style-type: none"> <li>Vehicle procurement – New sweeper</li> </ul>	Yes
<b>April 2021</b>	<ul style="list-style-type: none"> <li>Vehicle Procurement – Tractor, Light Vans and tippers, 4-wheel drive vehicles</li> </ul>	Yes
	<ul style="list-style-type: none"> <li>Equipment procurement – Mowers, Battery operated hedge cutters and brush cutters, hand tools.</li> </ul>	Yes
<b>July 2021</b>	<ul style="list-style-type: none"> <li>Informal introductions at IdVerde team meeting – Will Burchnall and Caroline Perkins (Babergh Mid Suffolk HR Team)</li> </ul>	
<b>August 2021</b>	<ul style="list-style-type: none"> <li>1:1 conversations with IdVerde team, Will and Caroline</li> <li>14 day Consultation with Mid Suffolk Public Realm Team on new structure</li> </ul>	
<b>September 2021</b>	<ul style="list-style-type: none"> <li>Work with IdVerde around transfer of staff into Babergh District Council.</li> </ul>	
<b>October 2021</b>	<ul style="list-style-type: none"> <li>Confirmation from IdVerde which staff will transfer into Babergh District Council.</li> <li>PPE, mobile phones, workwear ordered</li> </ul>	
<b>November 2021</b>	<ul style="list-style-type: none"> <li>1<sup>st</sup> November - Babergh Mid Suffolk joint public realm service starts.</li> <li>Welcome Team meetings, health and safety training</li> </ul>	
<b>December 2021</b>	<ul style="list-style-type: none"> <li>Babergh Mid Suffolk District Council induction for all new staff</li> </ul>	
<b>January to July 2022</b>	<ul style="list-style-type: none"> <li>Phase 2 of insourcing project with focus on integration of staff across teams, further induction, occupational health and wellbeing activities, team working and team building exercises.</li> </ul>	

### Opportunities:

Recent Mid Suffolk grounds maintenance operative recruitment has been very successful with a good response to job adverts and high-quality candidates. We will also be employing two groups of two people as ground maintenance operatives through the Kickstart programme with the first group starting work in July. The training and learning these individuals will receive from our public realm maintenance teams may also yield some good candidates for future roles within the team.

### Will Burchnall, Corporate Manager – Public Realm

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# Agenda Item 13

## BABERGH OVERVIEW AND SCRUTINY COMMITTEE WORK PLAN 2021/22:

TOPIC	PURPOSE	LEAD OFFICER	CABINET MEMBER	PREVIOUSLY PRESENTED TO COMMITTEE
<b>19 JULY 2021</b>				
<b>CANCELLED – A Training session is being explored for this month</b>				
<b>23 AUGUST 2021 - Chair: Cllr McLaren JOINT</b>				
<b>Customer Service Update</b>	An Information Bulletin brought to Committee as a result of the presentation update on 20 July 2020, to include a general update but focusing on Face-to-Face customer services performance.	Assistant Director – Customer, Digital Transformations and Information  Corporate Manager Customer Operations	Cabinet Member for Customer, Digital Transformations and Information	
<b>Scoping of the Cabinets' communication and Sharing of Information</b>	To work through the scoping process for way the Cabinet is working and whether this works for the Council in relation to communication and sharing of information to members	Assistant Director – Law and Governance		
<b>20 SEPTEMBER 2021 - Chair: Cllr Welham</b>				
<b>Annual Review of Joint Homes and Housing Strategy and Homelessness and Rough Sleeping Reduction Strategy</b>		Assistant Director - Housing	Cabinet Member for Housing	Joint - 21 September 2020 JOS/10/40
<b>18 OCTOBER 2021</b>				

<b>Scrutiny of the Cabinets' Communication and Sharing of Information</b>	To scrutinise the way the Cabinet is working and whether this works for the Council in relation to communication and sharing of information to members	Assistant Director – Law and Governance		
<b>22 NOVEMBER 2021</b>				
<b>Annual Review of Local Citizens Advice</b>	To review the Funding Arrangements for LCA in the two Districts.	Assistant Director – Planning for Growth	Cabinet Member for Communities	Joint - 21 September 2020 JOS/10/40
<b>20 DECEMBER 2021</b>				
<b>17 JANUARY 2022</b>				
<b>Draft General Fund (GF) 2022/23 and Four-year Outlook</b>	Scrutiny of the GF Budget for 2022/2023	Assistant Director – Corporate Resources Corporate Manager – Finance	The Leaders Cabinet Members for Finance	BDC 18 January 2021
<b>Draft Housing Revenue Account (HRA) and Four - year Outlook</b>	Scrutiny of the HRA Budget and Business Plan	Assistant Director – Corporate Resources Corporate Manager – Finance	The Leaders Cabinet Members for Finance	BDC 18 January 2021
<b>21 FEBRUARY 2022</b>				
<b>Representatives on Outside Bodies</b>	A review of the Representatives on Outside Bodies and an update on the work undertaken	Corporate Manager – Governance and Civic Office Senior Governance Officer		23 November 2020 JOS/20/3
<b>21 MARCH 2022</b>				
<b>Crime and Disorder Panel meeting</b>	The Committee conduct a scrutiny review of the SWSCP to fulfil the Councils Statutory requirements	Assistant Director – Sustainable Communities Community Safety Professional Lead - Communities	BDC Cabinet Member for Communities MSDC Cabinet Member for Communities	22 March 2021 JOS/20/17
<b>25 APRIL 2022</b>				

23 MAY 2022				
<b>Review of the Overview and Scrutiny Committee 2020/21</b>	Review of the work conducted throughout 2020/21 – Lessons learnt, improvements and achievements	Corporate Manager – Democratic Services  Senior Governance Support Officer		

## Topics identified for review but not currently timetabled:

### Underspend of Grants for bringing empty homes back into to use

A report to be brought to Committee for the effect of the underspending off grants for bringing empty homes back into use –**NOTE:** Whilst in emergency response mode SLT deemed this was not a high priority.

### Crime and Disorder Panel meeting

Required to take place at least once a year, provisionally agreed to take place in March 2022

**Improving Access to the Private Rented Sector** - Chairs to discuss the timing for bringing this to Committee

**Scrutiny of the delivery of services for Transport for both Town and rural areas.**

**Scrutiny of the Infrastructure Delivery Plan**

**The Census reports to be scrutinised in 2022**

**Other topics identified:**

- Suggestion: Scrutiny of ABS projects and policies – Suggested at the meeting on the 22 March 2021

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# Agenda Item 14

## MID SUFFOLK OVERVIEW AND SCRUTINY COMMITTEE WORK PLAN 2021/22:

TOPIC	PURPOSE	LEAD OFFICER	CABINET MEMBER	PREVIOUSLY PRESENTED TO COMMITTEE
<b>19 JULY 2021</b>				
<b>CANCELLED - A Training session is being explored for this month</b>				
<b>23 AUGUST 2021 - Chair: Cllr McLaren JOINT</b>				
<b>Customer Service Update</b>	An Information Bulletin brought to Committee as a result of the presentation update on 20 July 2020, to include a general update but focusing on Face-to-Face customer services performance.	Assistant Director – Customer, Digital Transformations and Information  Corporate Manager Customer Operations	Cabinet Member for Customer, Digital Transformations and Information	
<b>Scoping of the Cabinets' communication and Sharing of Information</b>	To work through the scoping process for way the Cabinet is working and whether this works for the Council in relation to communication and sharing of information to members	Assistant Director – Law and Governance		
<b>20 SEPTEMBER 2021 - Chair: Cllr Welham JOINT</b>				
<b>Annual Review of Joint Homes and Housing Strategy and Homelessness and Rough Sleeping Reduction Strategy</b>		Assistant Director - Housing	Cabinet Member for Housing	Joint - 21 September 2020 JOS/10/40
<b>14 OCTOBER 2021</b>				

<b>Scrutiny of the Cabinets' Communication and Sharing of Information</b>	To scrutinise the way the Cabinet is working and whether this works for the Council in relation to communication and sharing of information to members	Assistant Director – Law and Governance		
<b>18 NOVEMBER 2021</b>				
<b>Annual Review of Local Citizens Advice</b>	To review the Funding Arrangements for LCA in the two Districts.	Assistant Director – Planning for Growth	Cabinet Member for Communities	Joint - 21 September 2020 JOS/10/40
<b>16 DECEMBER 2021</b>				
<b>13 JANUARY 2022</b>				
<b>Draft General Fund (GF) 2022/23 and Four-year Outlook</b>	Scrutiny of the GF Budget for 2022/2023	Assistant Director – Corporate Resources  Corporate Manager – Finance	The Leaders  Cabinet Members for Finance	BDC 14 January 2021
<b>Draft Housing Revenue Account (HRA) and Four - year Outlook</b>	Scrutiny of the HRA Budget and Business Plan	Assistant Director – Corporate Resources  Corporate Manager – Finance	The Leaders  Cabinet Members for Finance	BDC 14 January 2021
<b>17 FEBRUARY 2022</b>				
<b>Representatives on Outside Bodies</b>	A review of the Representatives on Outside Bodies and an update on the work undertaken	Corporate Manager – Governance and Civic Office  Senior Governance Officer		23 November 2020 JOS/20/3
<b>17 MARCH 2022</b>				
<b>Crime and Disorder Panel meeting</b>	The Committee conduct a scrutiny review of the SWSCP to fulfil the Councils Statutory requirements	Assistant Director – Sustainable Communities  Community Safety Professional Lead - Communities	BDC Cabinet Member for Communities  MSDC Cabinet Member for Communities	22 March 2021 JOS/20/17
<b>21 APRIL 2022</b>				

<b>19 MAY 2022</b>				
<b>Review of the Overview and Scrutiny Committee 2020/21</b>	Review of the work conducted throughout 2020/21 – Lessons learnt, improvements and achievements	Corporate Manager – Democratic Services  Senior Governance Support Officer		

## Topics identified for review but not currently timetabled:

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**Improving Access to the Private Rented Sector** - Chairs to discuss the timing for bringing this to Committee

**Scrutiny of the delivery of services for Transport for both Town and rural areas.**

**Scrutiny of the Infrastructure Delivery Plan**

**The Census reports to be scrutinised in 2022**

### Other topics identified:

- Suggestion: Scrutiny of ABS projects and policies – Suggested at the meeting on the 22 March 2021

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# Agenda Item 16

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

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