



# City of Westminster

<b>Decision Maker:</b>	Cabinet
<b>Date:</b>	15 February 2021
<b>Classification:</b>	General Release
<b>Title:</b>	Integrated Investment Framework 2021/22
<b>Wards Affected:</b>	All
<b>Policy Context:</b>	To manage the Council's finances prudently and efficiently.
<b>Cabinet Member</b>	Cllr Paul Swaddle, Cabinet Member for Finance and Smart City
<b>Financial Summary:</b>	Implementation of an Integrated Investment Framework will influence investment decisions going forwards and deliver added value to Council services. This report identifies the potential for future improved returns.
<b>Report of:</b>	Gerald Almeroth, Executive Director – Finance and Resources

## **EXECUTIVE SUMMARY**

1. On 4 March 2020, Full Council gave approval to implement a comprehensive strategic integrated investment framework for bringing together and managing its investments with the approval of an Integrated Investment Framework.
2. The Council holds £635.5m of short-term high grade, cash investments (as at 31 October 2020), managed under the Treasury Management Strategy, which passes through Scrutiny, Cabinet and Full Council on an annual basis. The Council also owns a significant number of investment properties, currently valued at £499.4m. It also owns various equity shareholdings. In addition, the Council is responsible for managing the Pension Fund which has net assets of £1.6bn and operates under the Investment Strategy Statement (ISS) set by the Pension Fund Committee.
3. The treasury investments are currently generating a forecast return of 0.47% in the current financial year 2020/21. The investment properties are currently generating around 4.35%, net of direct costs (based on 2019/20 return). The latest current inflation rate as measured by CPI is 0.60% (as at December 2020), and this must be accounted for alongside the current total portfolio yield.
4. This report sets out:
  - the Council's strategic objectives in respect of risk management, and its attitude towards investment risk;
  - current levels of investment activity;
  - an updated Integrated Investment Framework for the Council going forward which seeks to diversify the risk and thus future-proof the Council against possible future economic downturns;
  - actions to be taken in connection with implementing this framework.

## **RECOMMENDATIONS**

5. That the Council:
  - a) approve and implement the Integrated Investment Framework set out in this report;
  - b) approve that the target for the overall return on Council investments should aspire to at least match inflation;
  - c) approve that the benefits of investing in the Pension Fund should be used as a benchmark when evaluating other investments;
  - d) adopt the asset allocation percentages set out in the framework and work towards achieving these;
  - e) agree that the overarching objective of this framework is to achieve an overall return on Council investments aspiring to match inflation and to reduce costs and liabilities, whilst maintaining adequate cash balances for operational purposes, and not exposing the capital value of investments to unnecessary risk;
  - f) approve that strategic investments allocated to out-of-borough property developments should be considered individually and should outweigh the benefits of investing in-borough (which can have a number of non-commercial benefits, e.g., place making) and in a diversified property portfolio (acquisitions

- will be made out of borough only on an exceptional basis). Individual decisions should be subject to Cabinet Member approval;
- g) approve that the property and alternative asset allocation should focus on in-borough, with out of borough options being explored on an exceptional basis and subject to Cabinet Member approval;
  - h) the Investment Executive to implement and monitor the investment strategy.

## **INTEGRATED INVESTMENT FRAMEWORK**

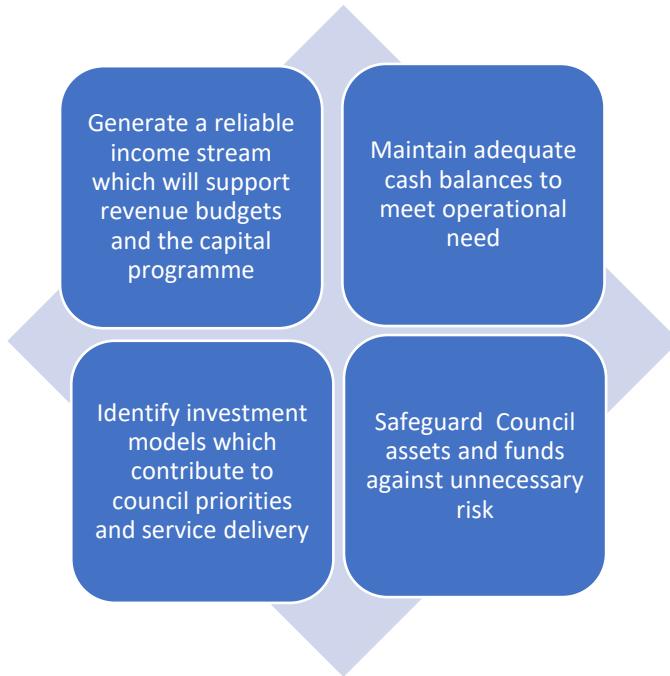
### **BACKGROUND**

6. The Council is responsible for managing its total assets valued at around £2.792bn at 31 October 2020, comprising £1.593bn pension fund, £0.635bn of short-term cash investments and £499.4m of investment property. It is important that the Council is able to take a holistic view of its investment and aligns them with its funding needs and goals. The scale of these figures makes their positive and proactive financial management very important. Investments held as part of the Council's pension fund are managed under a separate regulatory framework and are outside the scope of this report from the point of view of investment management.
7. In previous years, the Council's Investment Strategy formed part of the Treasury Management Strategy Statement (TMSS) which is developed and updated as part of the Council's Medium Term Financial Plan (MTFP). The TMSS has tended to focus on the policies for placing short-term cash investments, whilst decisions regarding other types of longer term investment have been considered on an individual basis as opportunities arose.
8. While the assets are distributed across a range of areas, the complexity of the Council and its funding requirements means that there is a need for the assets to be considered collectively and holistically as, in the aggregate, they represent a very significant pool of resources. More specifically, in view of:
  - the significant value of investments held by the Council;
  - their increasing importance in terms of generating income which supports revenue budgets and capital investment;
  - their potential to add value and contribute towards corporate objectives in their own right,

It was felt appropriate to give this aspect of financial management more detailed consideration and to develop a more integrated approach to investment decision making.

### **STRATEGIC CONTEXT**

9. The Council's key focus is on delivering high quality services within the context of reduced government funding and increased demand for services due to demographic change. The Council also needs to have regard to the longer term, given its moral and legal responsibilities regarding sustainability and stewardship of public assets.
10. The role of investment management is to support service delivery by balancing four key strategic objectives as follows:



11. An appropriate investment strategy which balances the above objectives is therefore key.
12. The Council is exposed to possible future events, such as:
  - continued pressures on expenditure and service revenue streams due to the ongoing COVID-19 pandemic;
  - continuing weakened UK economy, possibly leading to severe recession in the UK and increasing demand for Council services;
  - a devaluation in the value of UK Sterling;
  - increases to CPI inflation, which will place cost pressure on both revenue and capital budgets;
  - the possibility of future negative interest rates;
  - Government funding policy changes.
13. Ideally, the investment strategy should be aimed at generating future income to address these longer term risks.

## **ACCEPTABLE RISK LEVELS**

14. An appropriate investment strategy which balances the above objectives consists of one which:
  - focuses on investments with a reasonable return based on reasonable risk;
  - includes other Treasury opportunities not covered in the TMSS; and
  - investigates property investment opportunities.
15. The suggested policy going forward is that the Council will generally seek to obtain the maximum amount of income consistent with an optimum level of risk, and will be willing to accept a lower level of income in exchange for a lower risk product which does not expose the capital value of the investment to potential loss.

16. By more proactive and appropriate management of the Council's investment portfolio, an increased level of income can be achieved, but also ensuring that appropriate security is maintained over the Council's assets.
17. Such investments shall be separately identified in Council records and will be subject to the Council's detailed budget monitoring and review as a result.

## CURRENT INVESTMENT ACTIVITY

18. The Council is responsible for managing four investment portfolios:
  - the Council treasury investment portfolio of circa £635.5m comprising of short-term cash-based investments generating a forecast return of 0.47%;
  - Long-term investments in shareholdings such as Westminster Housing Investments Ltd, portfolio value £34.6m, with an expected rate of return of 5%.
  - A property fund partnership (Lettings Fund, portfolio value £29.5m with an expected rate of return of 3.2%.
  - the investment property portfolio of £499.4m
    - the City of Westminster Pension Fund of £1.593bn with an assumed long-term investment return of 4.8%.

19. The Council investment portfolio is set out below.

Type of Investment	Expected rate of return	Value at 31 October 2020 £ million	Value at 31 March 2020 £ million
Short term investments (mostly overnight cash deposits, money market etc.)	0.47%	£635.5	£628.7
Long term investments in shareholdings in controlled companies	5% Average	£34.6	£36.7
Property Fund Partnership (Lettings Fund)	6% average over 7 years	£29.5	£29.5
Investment properties	4.35% net of costs (latest full year 2019/20)	£499.4	£499.4
<b>Total</b>		<b>1199.0</b>	<b>1194.3</b>

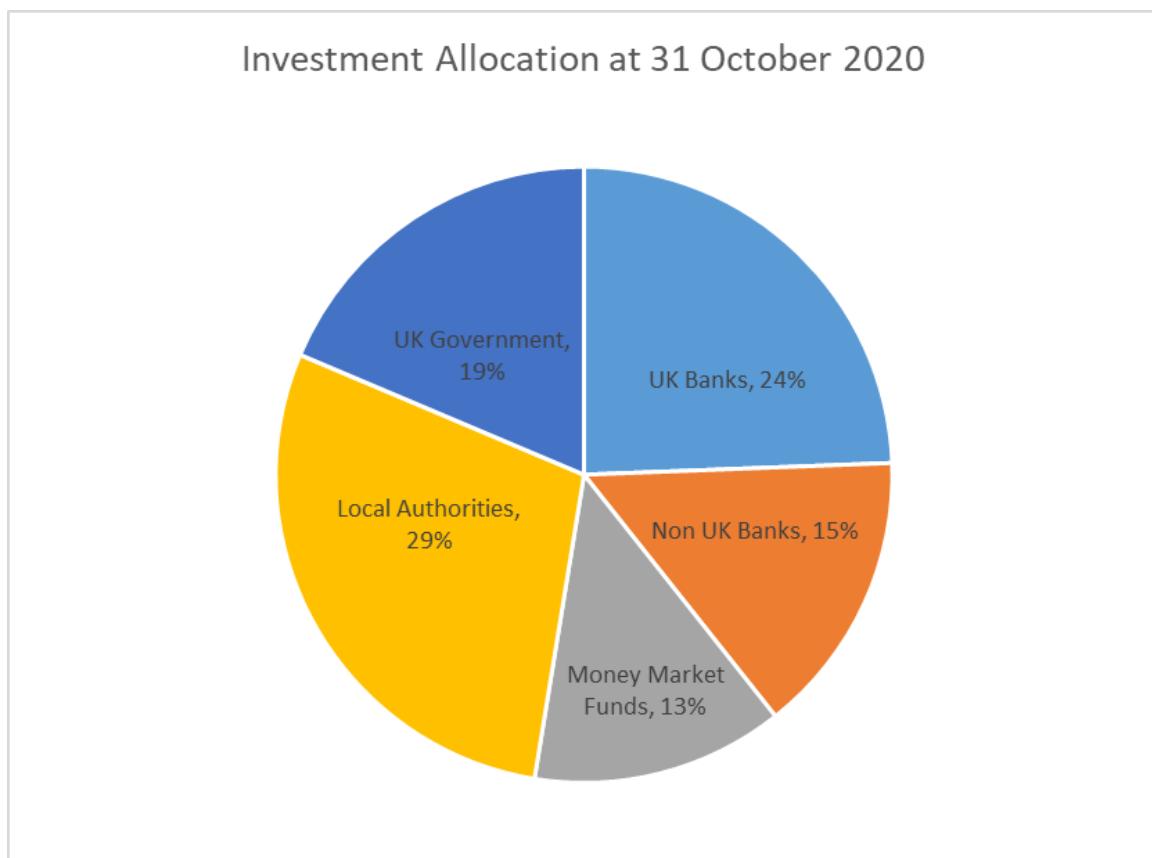
20. The Pension Fund is a separate legal entity and, therefore, its assets cannot fit within the wider investment framework of the Council. However, despite this ring-fencing, the pension fund has a significant second-order impact on the Council's financial position and funding needs, because of the existing deficit in the scheme, and the contribution plan in place to close this deficit.
21. Following the 2019 triennial actuarial valuation, the estimated funding level for the City of Westminster Pension Fund has risen to 100% (80% in 2016). This can be attributed to excellent investment returns during this period with global equities performing

particularly well. The funding level for Westminster City Council as an employer has risen by 16% to an 86% in 2019 from 70% in 2016, this is in part due to the Council's deficit recovery payments made to the Pension Fund during this period.

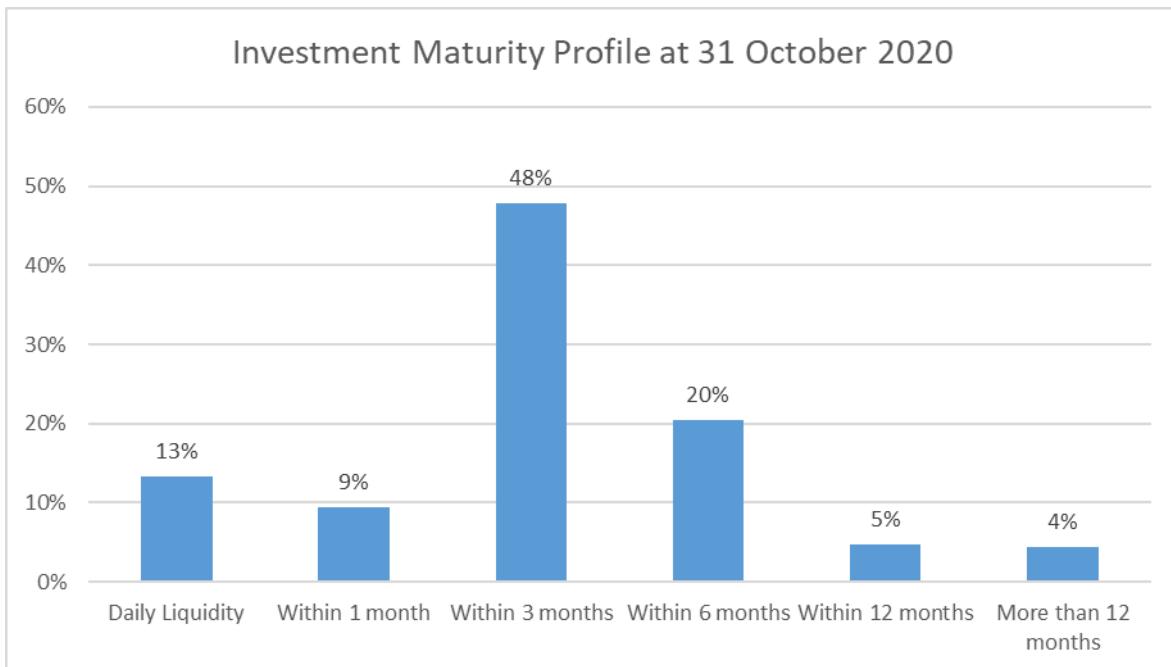
22. The funding of the Pension Fund assumes a long-term annualised rate of return of 4.8% represented in the discount rate used to value the pension fund liabilities. From the Council perspective, as an employer paying into the Pension Fund, any deficit represents a form of borrowing with an interest rate set at the discount rate of 4.8%.

## **SHORT-TERM INVESTMENTS**

23. In line with the current investment strategy, the treasury portfolio of short term cash-based investments with 39% bank based deposits, 29% in local authorities (subject to due diligence on recent external audit reports, past and current expenditure outturn/forecast and current/anticipated position with regard to useable reserves), 13% in money market funds and 19% in the Debt Management Office as shown below.



24. The majority of treasury managed investments currently mature within 12 months as shown below.



25. In line with the above, the portfolio is entirely investment grade and heavily biased toward the top end with 13% of investments rated AAA, 12% rated AA, 27% rated A and 48% being local authority and UK government.
26. This approach provides flexibility for the Council at very low levels of risk, but tends to result in fairly low returns, currently around 0.47%, and an approach to investment management which focuses on security and liquidity.

## **INVESTMENT PROPERTY**

27. Commercial property investment provides investors with:
- a higher income return than equities, bonds or cash;
  - a secure, regular income with income growth prospects to hedge against inflation;
  - capital value appreciation;
  - asset management opportunities to further increase rental and capital growth;
  - an underlying real asset with minimum capital value.
28. However, as with any investment, there are associated risks:
- illiquidity: property is a 'bricks and mortar' asset which takes time to sell/buy;
  - threat to income security if the tenancy fails and the property cannot be re-let;
  - capital depreciation: if the asset is not properly managed and kept in good repair;
  - fallout from current economic downturn: resulting in rental default and lower market rentals.

29. Geographically, the investment property portfolio is inevitably concentrated within the city, which thus concentrates the economic risk in one area. Commercial property yields are currently ranging from 3.50% in central London to 7.25% in the regions (see Appendix C). In-house investment property generated 4.35% yield net of costs (excluding capital growth) in 2019/20.
30. This is reflective of the market up until 31 March 2020. However, there is emerging evidence of a downturn for in particular non-prime office space post-Covid in London (Savill's State of the market report Dec 2020) and as we know most parts of the retail sector have also been hard hit. This all forms part of a complex picture of effects on commercial property both demand and value for which it is too early to draw conclusion.
31. Currently, the property investment portfolio is heavily fragmented due to its historical incremental build-up with a concentration in alternative assets (largely car parks) which generates 48% of total income, followed by offices generating 23%, retail generating 16%, industrial generating 8% and residential generating 5%. The car park assets, which provide a steady income stream, offer value added opportunities through potential change of use and redevelopment over time.
32. A budget of £120m is included in the Capital Programme for strategic investments and acquisitions that will support the Council's regeneration aims and generate additional revenue income. Schemes funded by this will go ahead only if they meet the Council's strategic aims and are considered a sound and prudent investment after full due diligence.
33. The Council is focused on delivering best returns from the portfolio, acquiring new assets and redeveloping existing assets will help to achieve this. The property investment strategy is focussed around three elements:
  - **Driving income from the current portfolio** – The aim is to increase the portfolio by 2% per annum in net income terms (excluding new acquisitions). This will be achieved through a pro-active Asset Strategy enabling long term deals to be agreed that benefit income outside regular lease events. This target be reviewed in the short term in light of Covid impacts.
  - **Streamline and future proof the current portfolio** – This will involve a plan to dispose of poor performing assets (where there is no broader justification for holding them) and a long-term strategy for car parks. In addition, there will be investment into the portfolio where there are opportunities to generate further income.
  - **Invest in new commercial properties within Westminster** – General principles for investment are detailed below, the investment will be reviewed in the round so not every one of the principles needs to be achieved for an investment to be made:
    - investment should primarily be focused on strategic fit – focused on clusters linked to the Council's long term regeneration and economic objectives;
    - investments should then consider possible diversification of the portfolio, and interpretation of what that means post-Covid for the market;
    - all assets acquired must be within Borough unless opportunities arise adjacent to existing out-of-borough holdings;

- new investments should consider yields of 4-5% over the short to medium term;
- investment assets should not be acquired primarily for the purpose of generating yield (see para 48).

## **LONG-TERM INVESTMENTS**

34. Prior to 2004, Councils were only permitted to make loans to, or invest in, other local authorities, the Government, banks or building societies. The introduction of the Prudential Code relaxed these restrictions and gave local authorities the flexibility to invest in much more innovative methods of service delivery and income generation by:
  - establishing, controlling and participating in limited companies trading for profit; and
  - entering into loans and investments with “non-specified” counterparties, including limited companies and not-for-profit organisations.
35. These are classed as non-specified investments under the Ministry of Housing, Communities and Local Government's (MHCLG) statutory guidance for local government investments.
36. No general legal restrictions are placed on the value, length or nature of such investments and the only proviso is that investments are placed in accordance with investment strategies formally approved by members. The City Council's Treasury Management Strategy Statement (TMSS) expressly permits new investments in non-specified institutions. For any such investments, specific proposals will be considered by the Tri-Borough Director of Treasury and Pensions and approved by the S151 Officer subject to due diligence.
37. Non-specified investments include asset vehicles, such as infrastructure and housing, which offer additional possibilities. As well as generating additional income, they can, in and of themselves, make a contribution to corporate priorities and improve service delivery. They also diversify investment risk away from the banking sector and can offer more flexibility in terms of length of investment and timing of drawdowns.
38. This type of investment is becoming more common in local government with authorities investing in projects to increase low cost and affordable housing, improve transport infrastructure, and support sustainable energy programmes as well as pooled property or equity investments, venture capital funds to support new and growing businesses, bond issues and unit trusts.
39. Such investments typically offer a higher risk adjusted return. However, they also tend to carry more complex risk profiles and attract higher transaction/due diligence costs and are unlikely to have a published unit price or credit rating. The onus therefore falls on the Council to make its own evaluation of the investment and whether or not to proceed.
40. The Council's current portfolio of non-specified investments is:

	<b>Value at 31 October 2020 £ million</b>	<b>Value at 31 March 2020 £ million</b>	<b>Expected return</b>
Loans and Equity Holdings set up to meet strategic service and policy initiatives	34.6	36.7	Average yield of 5% however profits are expected to be reinvested
Property Fund Partnership (Lettings Fund)	29.5	29.5	Annualised 6% over 7-year life of fund
LGA long term loan	20.0	20.0	3.13%
<b>Total</b>	<b>84.1</b>	<b>86.2</b>	

41. By increasing its holdings in this area, the Council would reduce its reliance on the banking sector and facilitate the move towards a more long-term investment profile, as discussed below.
42. Identifying and investigating individual investment opportunities across multiple markets can be both time consuming and expensive. Therefore, appointing a Fund Manager to manage a “bundle” of separate investments across a range of markets can be cost effective and spread risk by taking assurance on the fund manager’s own due diligence processes.

## **LIABILITIES AND CASHFLOW NEEDS**

43. In order to assess appropriate changes to the treasury portfolio, it is important to consider also the council’s liabilities and cashflow needs over time. This is imperative as the purpose of investing the assets is to better match upcoming cashflow needs and also to minimise funding gaps.
44. Council has a significant capital programme that totals £2.9bn to 2034/35. This will be funded from £0.3bn of external funding and £1.0bn of capital receipts, leaving a net funding requirement of £1.6bn. Thus, the need to take liquidity into account is extremely important

## **INVESTMENT ALLOCATION**

45. The Council’s investment portfolio is currently allocated between liquid cash based short-term investments, longer term cash investments for the intention of generating enhanced yield and commercial property, pension investments and equity shareholdings which tend to be held for perpetuity or at least 20 years or more.
46. Achieving liquidity and the necessary cashflow to manage revenue and capital commitments does require a reasonable allocation of short- term investments, with 54% of the cash portfolio maturing within 12 months regarded as reasonable.
47. Therefore, the proposed approach going forward is to move investment allocations towards proposals in the table below, facilitating liquidity in an achievable manner:

## **INVESTING PRIMARILY FOR YIELD**

48. Under the new Public Work Loans Board (PWLB) framework, the Council will need to submit its three-year capital plan to the PWLB and classify under different areas of spend, listed below, with classification the responsibility of the S151 officer. Any monies lent by the PWLB would also need to be classified under the following areas of spend:

- Service spending
  - Housing
  - Regeneration
  - Preventative action
  - Treasury Management: refinancing and externalisation of internal borrowing
49. Under the PWLB criteria, it is stipulated: "Local authorities must not pursue a deliberate strategy of using private borrowing or internal borrowing to support investment in an asset that the PWLB would not support and then refinancing or externalising this with a PWLB loan."
50. On transacting a PWLB loan, the S151 officer is required to confirm that the local authority is not borrowing in advance of need and does not intend to buy investment assets primarily for yield. When applying for a new PWLB loan, the Council will be asked to confirm that the latest plans submitted remain current and the assurance that they do not intend to buy investment assets primarily for yield remains valid.
51. The PWLB guidance defines investment assets bought primarily for yield as:
- buying land or existing buildings to let out at market rate;
  - buying land or buildings which were previously operated on a commercial basis which is then continued by the local authority without any additional investment or modification;
  - buying land or existing buildings, other than housing, which generate income and are intended to be held indefinitely, rather than until the achievement of some meaningful trigger, such as the completion of land assembly.

## **INVESTMENT ALLOCATIONS**

52. The following investment allocation targets are in place.

Type of investment	Allocation
Short-term investments – under six months	27%
Short-term investments – over six months less than one year	27%
Short-term investments – less than two years	6%
Short-term investments – less than three years	4%
Short-term investments – less than four years	4%
Short-term investments – less than five years	4%
Property	25%
Alternative investments*	3%
<b>Total</b>	<b>100%</b>

\* In the absence of any approval for the placing of Alternative Investments, there is no proposed allocation for these. Should such an opportunity arise and be approved, this will reduce the allocation to short-term investments of less than one year.

## FACTORS IN INCREASING YIELD

53. This has been partially achieved with the following ambitions set out in the TMSS. However, the requirement for liquidity will remain paramount and a revised maturity profile is set out above.

Change	Current situation	Risk	Progress made in 2020/21
<b>Treasury Management</b>			
The COVID-19 pandemic has seen a new low BOE base rate of 0.1%. This, combined with reduced investor confidence has further depressed cash yields due to excess suppl.	Cash investment figures are typically below base rate in the short term and there is very little illiquidity premium in the medium to long term. Many banks and other entities are offering negative yields short term.	Lost investment income in this and future financial years and the possibility of negative interest rates.	Accrued interest on pre-pandemic deals has to date softened the impact of low interest rates.
<b>Investment property</b>			
Adopt a more focused property investment strategy by reducing the number of properties and increasing the lot size to increase efficiency and reduce the cost of management and maintenance.  A key objective is the acquisition of suitable properties which will assist in the unlocking or enhancement of regeneration schemes or the achievement of other strategic benefits (not necessarily financial) for the Council.  Given the added illiquidity of property investment, this only makes sense if properties meet the strategic aims of the Council and can achieve higher yields than the treasury portfolio and meet other objectives such as reducing risk (e.g. inflation) or help meet statutory duties. Therefore, new acquisitions should be driven by strategic objectives and target a return of around 4-5%.	Increased net return target of 2%	Adverse property markets may result in a fall in sale value	There have been no significant purchases in year, however there are various investment plans following the implementation of the latest revised property investment strategy

Change	Current situation	Risk	Progress made in 2020/21
Expanding the use of fund structures to deliver specialist functions such as supported living housing, homeless shelters, asylum housing etc. This would meet statutory duties and generate a return.	Yields from public social housing real estate investment trusts (REITs), such as the Real Lettings Fund which the Council is currently invested in are generating returns of 6%	By using a fund structure, this arms-length approach distances the Council from the costs of directly managing such property and investment is secured on the underlying property	During implementation, consideration will be given to additional transaction costs (which may be bid/offer on entry and exit), as well as high management fees and/or the underlying costs of such investments.
<b>Alternative assets</b>			
6. These fall outside traditional investments, such as listed equities and bonds, and include renewable energy pooled funds, infrastructure and commodities.			Currently, these are considered too high risk for the treasury portfolio.
<b>Pension Fund</b>			
7. Pension Fund deficit: pay off entire deficit post 2019 actuarial valuation	This eliminates the interest payable on the pension fund deficit in its entirety, providing contribution and interest savings	Adverse markets in UK and abroad increase pensions deficit notwithstanding the payment made	The Council is proposing to pay all of its pension fund deficit identified in the 2019 triennial actuarial valuation, currently projected to be £132m at 1 April 2021.

## SCRUTINY

54. An investment task force was set up to ensure that the Council made best use of its resources and ensure value for money was being achieved in its investment strategy. The task force contains both Council Members and Officers and meets biannually.

## OVERALL INVESTMENT TARGET

55. The overarching objective of this Framework is to move towards increasing income generated from Council investments aspiring to match inflation in a full year (compared with the current forecast return of 0.47%), whilst maintaining adequate liquid cash balances for operational purposes and not exposing the capital value of investments to unnecessary risk.

## GOVERNANCE

56. Innovation within the financial services industry leads to a constantly changing market and the availability of new asset classes, products and financial instruments. The Council needs to be able to operate more flexibly, and make decisions more quickly, in order to benefit from the opportunities presented by this environment and to successfully implement the changes outlined above.

57. The implementation, management and reporting of this Integrated Investments Framework operates, being approved by Full Council with specific investment decisions that require such action being delegated to the Cabinet Member for Finance and Smart City after due diligence and advice from the Executive Director - Finance and Resources and Tri-Borough Director of Treasury and Pensions.
58. Day-to-day aspects of treasury management function will continue to be delegated to officers in the same way that they are at present, but the Integrated Investment Framework will:
  - enhance the effectiveness of decision making;
  - embed a good risk culture that encompasses appropriate due diligence, option appraisal and an atmosphere of open debate;
  - ensure that a holistic approach is taken towards managing the Council's portfolio.
59. The implementation, monitoring and reporting will continue to be delegated to the Investment Executive. The Investment Executive will comprise:
  - the Cabinet Member for Finance and Smart City and the Chairman of the Audit and Performance Committee;
  - the Executive Director – Finance & Resources, Tri-Borough Director of Pensions and Treasury, and the Director of Property and Strategic Asset Management;
  - the Chief Executive and the Executive Director GPH as necessary.
60. The Investment Executive will meet quarterly, supplemented with ad hoc calls and meetings in times of need of change.
61. Key information will be reported to Members on a quarterly basis through the investment reports.
62. Given the complexity of this important area, the Council will need to rely on independent experts and advisors. The Council currently engages two investment advisors who:
  - provide advice on the current investment market and recommend new products in which to invest;
  - benchmark the Council's performance and identify any areas where there is scope for improvement.

## **DUE DILIGENCE**

63. Due diligence is any process undertaken to:
  - investigate a business or person prior to signing a contract;
  - record the reasons behind an investment decision;
  - demonstrate that the Council is acting responsibly and has adequately assessed the balance between risk and reward.
64. Due diligence should be undertaken on all investments in a consistent manner, albeit proportionate, in terms of the value and complexity of the financial instruments being considered, and their relative impact on the Council's finances as a whole.

65. For a simple instrument such as a corporate bond, for example, a few paragraphs summarising risks and expected rewards, together with analysis from an advisor would suffice. A more complex product might require specialist assistance, comprehensive risk analysis and work undertaken to monitor and re-assess risks and performance regularly.
66. The Council has developed a framework for undertaking due diligence which promotes consistency and rigour whilst, at the same time, allowing for flexibility and a proportionate approach. It is based around the “6 Ps” principle as set out in Appendix A.
67. Whilst this framework does not rule out in principle any specific type of investment, all proposals will be considered in terms of:
  - reputational risk to the Council;
  - environmental, social, ethical and sustainability considerations.

## **OPTION APPRAISAL**

68. An important aspect of due diligence is assessing the value for money offered by a new investment. Option appraisal will be undertaken for all new investments as part of the due diligence process, on a proportionate basis that reflects investment value, expected duration, and anticipated level of risk. It will be:
  - Strategic outcome focused;
  - structured around the key questions set out in Appendix B;
  - take non-financial benefits into consideration where relevant.
69. Option appraisal should focus on the opportunity costs of the investment and a comparison against returns offered by other products or opportunities realistically available, rather than achievement of a “theoretical” rate of return.

## **FINANCIAL AND LEGAL IMPLICATIONS**

70. This report identifies the potential for improved returns aspiring to match inflation in a full year compared with the current forecast return of 0.92%. Approval and implementation will result in an integrated framework for managing the Council’s investment portfolio which supports improved returns and a more effective contribution to Council priorities and services.

## **BACKGROUND PAPERS**

### **Council**

2021/22 Treasury Management Strategy

2019/20 Statement of Accounts

**If you have any queries about this Report or wish to inspect any of the Background Papers, please contact:**

**Phil Triggs, Tri-Borough Director of Treasury & Pensions**

**Tel: 0207 641 4136**

**Email: [ptriggs@westminster.gov.uk](mailto:ptriggs@westminster.gov.uk)**

## **APPENDIX A – DUE DILIGENCE FRAMEWORK**

1. The Council has developed a framework for undertaking due diligence which promotes consistency and rigour whilst at the same time allowing for flexibility and a proportionate approach. It is based around the “6 Ps” principle as set out below:

### **Powers**

- a) What legal powers is the Council relying on to make the investment being proposed;
- b) Has legality been considered in terms of the underlying nature of the activity, as well as the instrument or vehicle itself?
- c) Have capital financing and MRP requirements been considered?

### **Permission**

2. Does the Council need permission from the Secretary of State or anyone else before progressing this investment e.g.,

- a) Members – and if so who (committee with delegated authority, cabinet or full Council)
- b) Chief Officer if delegated decision making powers apply
- c) Consultation with the public or staff may be a legal requirement
- d) Does the proposal involve legal negotiations with a contractor or 3rd party?

### **Policy**

- a) Does the proposal fit within the Council’s policy objectives in terms of what it is trying to achieve?
- b) If not does the proposal need to go to Full Council for approval?

### **Payment**

- a) How is the proposal to be funded both in terms of initial and ongoing costs (i.e. is there a budget – revenue and capital)

### **Procurement**

- a) Has the proposal been subject to the Council’s procurement procedures?
- b) Does it need to go through formal tendering or does it need a waiver?
- c) Are there any State Aid or EU implications?

### **Press**

- a) Might the Council be exposing itself to criticism?
3. Whilst not all of the above considerations will apply to every investment scenario, this framework will be applied in principle to every investment proposal, with results reported to Members for consideration.

## APPENDIX B – OPTION APPRAISAL

1. Option appraisal should be structured around the following questions:

<b>Key questions</b>	<b>Issues to consider</b>
How is the proposal to be funded in terms of initial and ongoing costs?	Is there an existing budget or is virement required? Does the proposal provide any added value to the Council in terms of improved efficiency, budget savings or reduced costs?
What is the opportunity cost of using up these cash resources?	What is the expected length of the investment period? What additional costs are there (transaction costs, due diligence etc.) in addition to the capital investment itself? Does the expenditure count as a capital transaction under capital accounting regulations? If so what are MRP/CFR implications?* Is there an exit strategy? Will this involve additional costs? Is there a risk of permanent impairment in the capital value of the investment?
Does the proposal link to corporate objectives and statutory services?	If so how does it compare to the cost of achieving similar outcomes? Will this delivery option increase or decrease outcome or cost risk?
Is the proposal solely to generate income?	What key assumptions and sensitivities are contained in the financial model? * What are best, worst and medium case scenarios? How do these compare to other investment opportunities within the same investment allocation?
What transaction, professional and management costs need to be considered?	Consider for example:  Independent advice and “experts” Legal fees/stamp duty Tax, audit, accountancy, secretarial Officer time in attending meetings etc.

\* To promote consistency when evaluating potential investments, any MRP set aside requirements for property or alternative investments will be calculated using the annuity method rather than on a straight line basis.

## APPENDIX C - Prime yields for commercial property

	Dec 2019	Dec 2020
West End offices	3.75%	3.50%
City Offices	4.00%	4.00%
Offices M25	5.00%	5.50%
Provincial Offices	4.75%	5.00%
High Street Retail	5.50%	6.50%
Shopping Centres	5.75%	7.00%
Retail warehouse (open A1)	6.50%	6.25%
Retail warehouse (restricted)	6.50%	6.50%
Food stores	4.75%	4.50%
Industrial distribution	4.25%	3.75%
Industrial multi-lets	4.00%	3.75%
Leisure Parks	5.75%	7.25%
Hotels	3.75%	4.00%

Source: Savills

