

Trading Board Meeting

**G3, Rowan House, 33 Sheepen Road,
Colchester, CO3 3WG**

Wednesday, 25 January 2017 at 18:00

The role of the Trading Board is to consider the trading issues of the Council and to challenge and monitor the Council's trading arrangements including companies owned by the Council and joint Committee arrangements, and to make recommendations to Council and Cabinet on trading proposals.

Information for Members of the Public

Access to information and meetings

You have the right to attend all meetings of the Council, its Committees and Cabinet. You also have the right to see the agenda, which is usually published 5 working days before the meeting, and minutes once they are published. Dates of the meetings are available at www.colchester.gov.uk or from Democratic Services. Occasionally meetings will need to discuss issues in private. This can only happen on a limited range of issues, which are set by law. When a committee does so, you will be asked to leave the meeting.

Have Your Say!

The Council values contributions from members of the public. Under the Council's Have Your Say! policy you can ask questions or express a view to most public meetings. If you wish to speak at a meeting or wish to find out more, please refer to Attending Meetings and "Have Your Say" at www.colchester.gov.uk

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Access

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Trading Board - Terms of Reference

- a) Consider and review the activities performed by:
 - the commercial services arm of the Council
 - those services generating income of approximately £250,000 or above
 - any trading arms of the Council
 - any partly or wholly owned companies of the Council
- b) Identify and develop any new commercial agreements generating significant income for the Council for approval by Cabinet or Council.
- c) Develop the composition of any new body or bodies created wholly or in part by the Council for commercial purposes including their purpose; governance; operating model; business planning function; risk factors; and to recommend approval for such new arrangements to Cabinet or Council.
- d) Ensure any Council capital investment and/or assets that are to be transferred to or used by an outside body for commercial purposes is properly specified, protected and used by the outside body and recommended to Cabinet or Council for approval.
- e) Consider any proposed new/transfer or sale/purchase of company shares and make recommendations on these for approval by Council.
- f) Identify and recommend to Cabinet or Council major strategic opportunities for procurement of services from other companies, organisations, social enterprises and the voluntary and third sector.
- g) Receive regular reports of procurement agreements entered into including financial and service performance measures against those stated in the contract and bring any concerns or risks as recommendations to Cabinet.

COLCHESTER BOROUGH COUNCIL

Trading Board

Wednesday, 25 January 2017 at 18:00

Member:

Councillor Rosalind Scott
Councillor Lesley Scott-Boutell
Councillor Lewis Barber
Councillor Kevin Bentley
Councillor Robert Davidson
Councillor Martyn Warnes

Chairman
Deputy Chairman

Substitutes:

All members of the Council who are not Cabinet members.

AGENDA - Part A

(open to the public including the press)

Members of the public may wish to note that Agenda items 1 to 5 are normally brief.

1 Welcome and Announcements

- a) The Chairman to welcome members of the public and Councillors and to remind all speakers of the requirement for microphones to be used at all times.
- (b) At the Chairman's discretion, to announce information on:
 - action in the event of an emergency;
 - mobile phones switched to silent;
 - the audio-recording of meetings;
 - location of toilets;
 - introduction of members of the meeting.

2 Substitutions

Members may arrange for a substitute councillor to attend a meeting on their behalf, subject to prior notice being given. The attendance of substitute councillors must be recorded.

3 Urgent Items

To announce any items not on the agenda which the Chairman has agreed to consider because they are urgent, to give reasons for the urgency and to indicate where in the order of business the item will be considered.

4 Declarations of Interest

The Chairman to invite Councillors to declare individually any interests they may have in the items on the agenda. Councillors should consult Meetings General Procedure Rule 7 for full guidance on the registration and declaration of interests. However Councillors may wish to note the following:-

- Where a Councillor has a disclosable pecuniary interest, other pecuniary interest or a non-pecuniary interest in any business of the authority and he/she is present at a meeting of the authority at which the business is considered, the Councillor must disclose to that meeting the existence and nature of that interest, whether or not such interest is registered on his/her register of Interests or if he/she has made a pending notification.
- If a Councillor has a disclosable pecuniary interest in a matter being considered at a meeting, he/she must not participate in any discussion or vote on the matter at the meeting. The Councillor must withdraw from the room where the meeting is being held unless he/she has received a dispensation from the Monitoring Officer.
- Where a Councillor has another pecuniary interest in a matter being considered at a meeting and where the interest is one which a member of the public with knowledge of the relevant facts would reasonably regard as so significant that it is likely to prejudice the Councillor's judgement of the public interest, the Councillor must disclose the existence and nature of the interest and withdraw from the room where the meeting is being held unless he/she has received a dispensation from the Monitoring Officer.
- Failure to comply with the arrangements regarding disclosable pecuniary interests without reasonable excuse is a criminal offence, with a penalty of up to £5,000 and disqualification from office for up to 5 years.

5 Minutes

To confirm as a correct record the minutes of the meeting held on 23

Minutes 23 November 2016

9 - 12

6 Have Your Say!

a) The Chairman to invite members of the public to indicate if they wish to speak or present a petition at this meeting – either on an item on the agenda or on a general matter relating to the terms of reference of the Committee/Panel not on this agenda. You should indicate your wish to speak at this point if your name has not been noted by Council staff.

(b) The Chairman to invite contributions from members of the public who wish to Have Your Say! on a general matter relating to the terms of reference of the Committee/Panel not on this agenda.

7 Commercial Business Development - Operational Businesses 13 - 14

See report by the Commercial Manager, Commercial Transition Manager and the Operations Manager.

8 Trading Board Annual Report 2017-18 15 - 20

See report by the Commercial Manager

9 Work Programme 2016-17 21 - 22

See report by the Assistant Chief Executive

10 Exclusion of the Public (not Scrutiny or Executive)

In accordance with Section 100A(4) of the Local Government Act 1972 to exclude the public, including the press, from the meeting so that any items containing exempt information (for example confidential personal, financial or legal advice), in Part B of this agenda (printed on yellow paper) can be decided. (Exempt information is defined in Section 100I and Schedule 12A of the Local Government Act 1972).

Part B

(not open to the public including the press)

11 **Minutes (Part B)**

To approve the not for publication extract from the minutes of the Trading Board meeting on 23 November 2016.

12 **Commercial Business Development - Operational Business Performance and Income Report**

To note the contents of the Performance and Income Report

TRADING BOARD

23 November 2016

Present: - Councillor Rosalind Scott (Chairman)
Councillors Lewis Barber, Lesley Scott-Boutell and
Martyn Warnes

Substitute Members: - Councillor Andrew Ellis for Councillor Robert Davidson
Councillor Jackie Maclean for Councillor Kevin Bentley

139. Minutes

RESOLVED that the minutes of the meeting held on 28 September 2016 be confirmed as a correct record.

140. Corporate Asset Management Strategy

The Board received a report from the Head of Commercial Services setting out the draft Asset Management Strategy 2016-2021. Fiona Duhamel, Economic Growth Manager, attended and presented the report to the Board. The draft Strategy aimed to replace the existing Strategy, which covered the period up to 2013. The Strategy reflected the Council's strategic priorities and also the Economic Growth Strategy. It identified four key priority areas:-

- Operational and Community Asset Management;
- Creating Growth;
- Commercial and Business;
- Partnership Working.

The Strategy highlighted the Council's diverse property portfolio. This included investment properties with a value of £34.4 million, which generated a rental income of £3.2 million per annum. In the current economic climate this was a significant rate of return.

The Vision set out in the Strategy was to utilise the Council's assets to maximise their full commercial potential, but to do so in a sustainable way that also took account of community needs. The Strategy also set out the key achievements since 2010, which demonstrated that a diverse mix of community and housing projects had been delivered alongside significant commercial returns.

In discussion, members of the Board welcomed the Strategy. However, the need for a social as well as an economic dimension to the management of assets was stressed. Assets needed to be managed for the benefit of residents, and this needed to include intangible benefits that were difficult to measure, as well as measurable economic benefits. In terms of housing development this meant ensuring that a range of tenures were provided and ensuring that supported housing and temporary accommodation options were available. In response it was stressed that the Council took seriously the need to ensure that assets were used for community benefit as well as commercial return. Some properties were on peppercorn rents or were provided to external organisations, so that they could be run for community benefit. In terms of housing development, the need to ensure that

housing was made available to those most in need was a priority for the Council. However the delivery of temporary or supported housing needed to be subsidised through private developments.

Whilst it was noted that one of the aims of the Strategy was to maximise income from assets, the need to ensure that assets were properly maintained was stressed, otherwise this would lead to greater costs being incurred in due course. In response it was highlighted that in terms of the Council housing assets, Colchester Borough Homes had a 5 year management plan for each property and relied on a planned programme of maintenance rather than a reactive system of fixing faults as they arose.

The Board explored how the Council acquired its property assets. There were a number of historic properties, such as the Castle and the Town Hall, whilst other sites had been acquired over a number of years, such as the freehold of the shopping centre sites in the town centre. These generated considerable rental income for the Council. The Council took the opportunity to purchase sites which had the potential to grow in value. For example, the Cuckoo Farm site which would be developed into the Northern Gateway development, had been purchased decades earlier. The development of the Revolving Investment Fund helped the Council to acquire long term assets by ensuring funds were available for opportunity purchases.

In response to questions from the Board, it was explained that the Council had an ongoing rolling programme for the valuation of its assets and this was largely commissioned externally. It was confirmed that the income generated from the rental of investment properties was not ringfenced but went into the Council's general fund.

The Board stressed the need to ensure that the development of assets did not compromise the Council's own services and explored whether the opening of David Lloyd had had any impact on Leisure World. It was highlighted that David Lloyd and Leisure World tended to appeal to different demographic groups and Leisure World was continuing to meet its membership targets. There was no evidence of an adverse impact.

RECOMMENDED to CABINET that the Corporate Asset Management Strategy be approved.

141. Commercial Business Development – Operational Businesses

The Board received a report from the Commercial Manager and the Commercial Transition Manager providing an update on the operational businesses. Graham Lewis, Commercial Manager, and Rob Hill, Commercial Transition Manager, presented the report and provided an update on the services.

In terms of Helpline it was reported that progress was being made with Ambulance Service and the Clinical Commissioning Group. Agreements in principle for a six month trial had been agreed and were awaiting final sign off. The Events Service was also moving forward well. In particular the service was looking at how Charter Hall should be positioned in the market in order to maximise its income potential. Work was also underway with the Mercury Theatre looking at technical and health and safety aspects of Charter Hall in order to better understand the extent of the improvements and upgrades required. One of the issues this would look at would be improving accessibility. A series of wedding packages had also been developed and were being marketed. In terms of events in the Castle Park, the service was looking to develop a three year programme of events, which would enable

better planning and scheduling of events. In the long term the service aimed to become an events management company that third parties could commission to plan and stage events.

In discussion members of the Board raised the following issues:-

- The potential to host weddings in the Castle Park. It was confirmed that the possibility of licensing the bandstand for weddings and the installation of a semi-permanent marquee was being looked at
- The possibility of using venues such as village halls as outlying spokes in a hub and spokes delivery model for events.
- Helpline should be marketed through work with charities such as Age UK and through health and community facilities such as GP surgeries, and advertising through the Council's website. Officers explained that Helpline already worked with such charities and thorough such channels. It had its own website, rather than working through the Council website. Experience had shown that the most effective marketing was through one to one interaction with potential customers at community events.
- The Council's pre-planning application advice service should be marketed more widely.

RESOLVED that the contents of the report and the current position on the operational businesses be noted.

142. Work Programme 2016-17

The Board received a report from the Assistant Chief Executive setting out the work programme for the 2016-17 municipal year. It was reported that it was unlikely that the report on the Commercial Opportunities arising from the Essex Waste Partnership would be reported to the Board in the 2016-17 municipal year.

RESOLVED that the work programme 2016-17 be noted.

The Board resolved under Section 100A(4) of the Local Government Act 1972 to exclude the public from the meeting for the following item as it involved the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972.

143. Minutes – Not for Publication Extract

RESOLVED that the not for publication extract from the minutes of the meeting on 28 September 2017 be confirmed as a correct record.

The Board resolved under Section 100A(4) of the Local Government Act 1972 to exclude the public from the meeting for the following item as it involved the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972.

144. SEAX Essex Building Control

This minute is not for publication by virtue of paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972 (information relating to the financial or business affairs of any particular person, including the authority holding that information.)

The Board resolved under Section 100A(4) of the Local Government Act 1972 to exclude the public from the meeting for the following item as it involved the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972.

145. Commercial Business Development – Operational Business Performance and Income report

This minute is not for publication by virtue of paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972 (information relating to the financial or business affairs of any particular person, including the authority holding that information.)

Trading Board report – Commercial Business Development

Operational Businesses

**Author – Rob Hill, Commercial Transition Manager
Graham Lewis, Commercial Manager
James Young, Operations manager – Events**

Monitoring/CCTV

- The CCTV maintenance contract is out for tender with a closing date of 16th January. 20 companies have expressed an interest and site tours began week commencing 2nd January.
- We are currently reviewing costs for evidence gathering and benchmarking with Essex CCTV user group.

Helpline

- We are working with Essex County Council (ECC) to review the referral pathways for residents requiring assistive technology. ECC will shadow Helpline staff during January to help shape the future of the service offering.
- There is a review of Sheltered Housing Helpline services as a result of ECC funding reduction in Housing Related Support. An options paper is being produced by CBH for the Housing and Public Protection Portfolio Holder's recommendation.
- The Jontek computer system (that handles all Helpline calls and customer data) is undergoing a gap analysis by Jontek in January to ensure it is still being used effectively and efficiently.
- A job advert has been published for additional part time and casual staff to increase service resilience.
- Further amendments to the retail pathway system (how Helpline gets electronic referrals through from ECC) are being rolled out this month, which should streamline the process further.

Bereavement Services

- Further assessment work is being carried out by BT regarding the supply of ducting routes from the public highway to the buildings with a view to improving the broadband capacity of the offices and chapel.
- The Assisted Funeral and Stone Masonry tender have resulted in both being awarded to Hunnables.
- The grounds maintenance contractor has introduced additional resources to improve the service. This is regularly monitored.
- The main car park lighting upgrade work has been completed.

- Permissions have been received to allow our Memorial Stability Programme to commence. This will be scheduled over the coming months and will be a rolling programme based on risk assessment.
- We are awaiting a detailed condition survey for the old Chapel in order to consider future options for use.

Events

- The Artifax booking system is now in use across all venues
- Town Hall and Colchester Castle wedding bookings are in line with forecasts. The addition of wedding packages delivered by our catering, dressing and entertainment partners has increased interest.
- The arrangement for Charter Hall management with The Mercury comes to an end at the end of March. We will be recruiting for a full time Events Manager – Ticketed Events, to work across all venues.
- A programme for events in our open spaces is being confirmed and will form the content of a biannual events flyer. Organisers have been made aware of the changes to fees and charges and will be charged accordingly.
- Planning of a programme of regular events over the next 3 year is in discussion with relevant Portfolio Holders – confirmation of this programme will allow the Events Team to;
 - Spread risk across many events and festivals, so success will not depend on one event or festival alone;
 - Allow us to develop long term relationships with suppliers, sponsors, partners and local businesses;
 - Provide additional planning time to ensure a focus on quality of offer;
 - Provide clear opportunities for commercialisation of events
 - Ensure we deliver those events and festivals which are right for Colchester;
 - Attract regional and national events and festivals to the town
 - Deliver added value to the town's infrastructure;
 - Promote the core economic, social and environmental values of Colchester and its culture and heritage.

Building Control

The Building Control Team are fully staffed and are working with colleagues in Professional Support regarding the introduction of Arcus Business Systems which will provide a more efficient, proactive service delivery. Estimates for introduction for Building Control is July 2017.

25 January 2017

Report of	Strategic Director, Commercial and Place	Author	Ian Vipond
Title	Annual Report 2016/17		☎ 282717
Wards affected	'Not applicable'		

This report sets out the Initial Draft of Annual Report of the Trading Board for its fourth year 2016/17

1. Decision(s) Required

- 1.1 To review the format and content of the initial draft of the Trading Board Annual Report for the year 2016/17

2. Reasons for Decision(s)

- 2.1 The Board agreed that it would produce an Annual Report in a form similar to that of a Company with share holders. The Annual Report was intended to give both Cabinet and the wider public a record of the Board's performance.
- 2.2 The Board requested an opportunity to consider an initial draft of the Annual Report at this meeting. Any comments made by the Board at this meeting will be considered and a further draft will be submitted to the meeting in March 2017 for final approval and to agree referral to Cabinet.

3. Alternative Options

- 3.1 The Board can amend the Annual Report as required.

4. Supporting Information

- 4.1 The Trading Board was introduced as a new way to advise Cabinet on how the Council approaches commercial matters and how it may increase income. The draft text for the Annual Report 2016/17 is attached.
- 4.2 This report is very much a draft to enable Trading Board to consider the key messages. The proposed design and layout of the Annual Report will be tabled at the meeting. The KPI's (Key Performance Indicators) will be included once the financial year has closed

5. Proposals

- 5.1 To review the content and format of the initial draft of Annual Report for the year 2016/17.

6. Strategic Plan References

- 6.1 The commercial approach which the Trading Board oversees is critical to the achievement of all outcomes in the Strategic Plan.

7. Financial Implications

- 7.1 There are no financial implications of the report itself and the Annual Report contains a financial assessment of the year.

8. Risk Management Implications

- 8.1 There are no specific risks that relate to the implications of the decisions on this agenda.

9. Standard References

- 9.1 There are no particular references in this report that relate to the; publicity or consultation considerations; or; equality, diversity and human rights; community safety; or health and safety implications. However each of these will have to be considered as individual proposals come forward.

Review from the Chair of Trading Board

The Trading Board is in its fourth year of operation and am delighted to have been Chair the Board in a year in which we have influenced the 'direction of travel' for the Council's commercial businesses and initiatives.

In order to understand our businesses better, many of the Board members have taken time to visit the businesses and talk to the staff and management delivering exceptional products and services across the borough and beyond. From the delivery of newly created wedding services and packages at the Town Hall and Colchester Castle to our field based Helpline Mobile Response Officers, I am always impressed by the high level of customer care and the degree of product innovation – providing the very best service we can for our customers.

This can perhaps be best illustrated by highlighting some of the key performance indicators for each of the businesses – I would like to highlight some of those that tell the real story of the business we oversee;

*Our **Helpline** service has helped over *** customers recover from falls, answering over 97% of calls within 60 seconds – vulnerable people and their families in and around the Borough can rest assured that professional support is available to them 'at the touch of a button'*

*Our town centre based **CCTV Monitoring** centre has responded to over *** requests to monitor situations across the town, both day and night. The information recorded by the team has been requested *** times by the Police – assisting in prosecutions for offenses affecting public safety.*

*I have a special affection for the staff and service at **Colchester's Cemetery and Crematorium** – this year they have dealt with over *** cremations and *** burials whilst providing excellent levels of customer service at a very stressful time for family and friends of the deceased.*

*This is the first year we have centralised events management with the **Colchester Events Company** delivering events across the Council's unique venues including *** weddings and ceremonies taking place across the Town Hall and Colchester Castle. Charter Hall has seen an increased usage with the team delivering over *** events from the recording of Radio 4's 'I'm Sorry I Haven't a Clue' to Robot Wars, the 1200 capacity facility is being utilised fully. Over *** events take place in our award winning parks and open spaces and we are keen to coordinate these as much as possible, promoting Colchester as an event destination.*

Last year saw us lead on the development of a shared vision for the delivery of **Building Control** services across Essex. Despite clear operational advantages to the shared service partners were unable to realise the financial benefits and we, together with the remaining partners, took the decision to suspend activities. It is perhaps a mark of the ambition of the Trading Board that we have gained a reputation for a willingness to lead on visionary projects such as this. We have been left with a legacy from the project that will see us implement new, customer focussed business systems, innovative training and apprenticeship opportunities and will look to develop working partnerships with likeminded local authorities.

As well as receiving regular reports on the above businesses the Board have also received reports and updates on;

*Public Sector Reform Commercial Opportunities
Corporate Asset Management Strategy*

I would like to thank all members of the Trading Board for their ongoing support and advice – it is their input that has helped us achieve all we have.

Councillor Rosalind Scott
Chair, Trading Board 2016/17

Review from the Strategic Director

In 2015 The Trading Board set out its strategic ambitions through to 2018 in reviewing the last 12 months it is worth reflecting our delivery against the 'six pillars' of success;

- Customer focus
- Professional staff and systems
- Innovation and responsiveness
- Sound financial management
- Leadership and governance
- Continuous improvement

I have no doubt that our conscientious staff and management deliver a very customer focussed products and services, the businesses themselves rely upon it for new and repeat business. With guidance and input from the Trading Board members we have invested in the support structure, in terms of staff and business systems, to ensure the businesses have a strong foundation on which to build a success in a competitive market place. Our businesses are encouraged to innovate and find new ways of leading the commercial charge - product and service innovations in Helpline, Bereavement and Events Management have helped our customers access the services they want.

We have come a long way since our first Trading Board Report and have continuously pushed the businesses to improve all aspects of service and delivery.

All we have achieved is reported against a backdrop of clear financial forecasting, budgeting and monitoring which inform the business of commercial opportunities and allows the Trading Board to provide clear corporate governance.

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- c) Develop the composition of any new body or bodies created wholly or in part by the Council for commercial purposes including their purpose; governance; operating model; business planning function; risk factors; and to recommend approval for such new arrangements to Cabinet or Council.
- d) Ensure any Council capital investment and/or assets that are to be transferred to or used by an outside body for commercial purposes is properly specified, protected and used by the outside body and recommended to Cabinet or Council for approval.
- e) Consider any proposed new/transfer or sale/purchase of company shares and make recommendations on these for approval by Council.

- f) Identify and recommend to Cabinet or Council major strategic opportunities for procurement of services from other companies, organisations, social enterprises and the voluntary and third sector.
- g) Receive regular reports of procurement agreements entered into including financial and service performance measures against those stated in the contract and bring any concerns or risks as recommendations to Cabinet.

Report of	Assistant Chief Executive	Author	Richard Clifford
Title	Trading Board Work Programme 2016-17		☎ 507832
Wards affected	Not Applicable		

This report concerns the work programme for the Trading Board 2016-17

1. Decision(s) Required

- 1.1 To note the Work Programme for the Trading Board.

2. Reasons for Decision(s)

- 2.1 The work programme is a standard item included on the agenda of all meetings of the Trading Board. It allows the Board to consider the scheduling of forthcoming items of business and to suggest additional items that fall within the Board's remit.

3. Alternative Options

- 3.1 It is open to the Board to agree amendments to the Work Programme.

4. Supporting Information

- 4.1 The current work programme is attached at Appendix 1. The updates on the Commercial Services will remain as the main focus of the Board's work in 2016-17 and this is reflected in the work programme. As reported at the last meeting, the item on Commercial Opportunities arising from the Waste Minimisation Project has been removed from the agenda from this meeting and will be rescheduled. The Housing Development Company item has also been rescheduled for the meeting in March 2017.
- 4.2 It is open to the Board to suggest additional items that fall within the Board's remit be added to the work programme.

5. Strategic Plan References

- 5.1 The work of the Trading Board supports the key themes of Vibrant, Prosperous and Thriving in the Strategic Plan for 2015-18.

6. Standard References

- 6.1 There are no particular references to; publicity or consultation considerations; or financial; equality, diversity and human rights; community safety; health and safety or risk management implications.

Date of Meeting	Scheduled items of business
22 June 2016	Commercial Development reports Business Building Control (Cabinet paper) Events Business Update
3 August 2016	Commercial Development reports Business Public Sector Reform Commercial Opportunities
28 September 2016	Commercial Development reports Business Building Control Update
23 November 2016	Commercial Development reports Business Corporate Asset Management Strategy Building Control Update
25 January 2017	Commercial Development reports Business Annual Report 2016-17 (first draft)
22 March 2017	Commercial Development reports Business Housing Development Company Annual Report 2016-17
Items to be Scheduled	Trading Arrangements Commercial Opportunities arising from Essex Waste Partnership Commercial Opportunities arising from “One Contact, One Service”