

Trading Board Meeting

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

Wednesday, 23 November 2016 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

Audio Recording, Filming, Mobile phones and other devices

The Council audio records all its public meetings and makes the recordings available on the Council's website. Audio recording, photography and filming of meetings by members of the public is also permitted. The discreet use of phones, tablets, laptops and other such devices is permitted at all meetings of the Council, with the exception of Committee members at all meetings of the Planning Committee, Licensing Committee, Licensing Sub-Committee and Governance Committee. It is not permitted to use voice or camera flash functionality and devices must be kept on silent mode. Where permitted, Councillors' use of devices is limited to receiving messages and accessing papers and information via the internet. Viewing or participation in social media is at the discretion of the Chairman / Mayor presiding at the meeting who may choose to require all devices to be switched off at any time.

Access

There is wheelchair access to the Town Hall from St Runwald Street. There is an induction loop in all the meeting rooms. If you need help with reading or understanding this document please use one of the contact details at the bottom of this page and we will try to provide a reading service, translation or other formats you may need.

Facilities

Toilets with lift access, if required, are located on each floor of the Town Hall. A vending machine selling hot and cold drinks is located on the ground floor.

Evacuation Procedures

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Colchester, CO1 1JB

telephone (01206) 282222 or textphone 18001 followed by the full number you wish
to call

e-mail: democratic.services@colchester.gov.uk

www.colchester.gov.uk

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, 23 November 2016 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 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.

4 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.

5 Minutes

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

Minutes 28-09-16

9 - 10

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 Asset Management Strategy 2016-2021

11 - 34

See report by the Estates Manager

8 Commercial Business Development - Operational Businesses

35 - 38

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

9 Work Programme 2016-17

39 - 40

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 confirm as a correct record the Part B extract from the minutes of the meeting on 23 September 2016

12 **Seax Essex Building Control**

See report by the Commercial Manager

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

To note the contents of the Performance and Income Report

TRADING BOARD

28 September 2016

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

Substitute Members: - None

Also Present: - Councillor Smith

133. Minutes

RESOLVED that the minutes of the meeting held on 3 August 2016 be confirmed as a correct record.

134. Work Programme

RESOLVED that the work programme 2016-17 be noted.

135. 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.

Members of the Board noted the high number of community weddings that had been hosted at the Town Hall since it had taken over from Colchester Registry Office and sought further details on the provision of weddings for those on low income. Rob Hill, Commercial Transition Manager, confirmed that a package was available which was priced on the cost of the room hire and the hire of the Registrar only. It only recouped the costs with no profit element added. The normal high level of customer service was still provided. Ian Vipond, Strategic Director, stressed that whilst the service was aware of the need to cater for the whole market, the aim of the service was to maximise its income through the sale of high value wedding packages and associated services.

RESOLVED that the contents of the report 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.

136. Minutes - Not for Publication Extract

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.

137. Seax Building Control Update

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.

138. 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.)

Report of	Head of Commercial Services	Author	Elizabeth Simpson
Title	Asset Management Strategy 2016-2021		☎ 01206 508792
Wards affected	All wards in Borough		

This report concerns the proposal to approve the updated Asset Management Strategy to cover 2016-2021.

1. Decision Required

- 1.1 To approve the new Asset Management Strategy 2016-2021.

2. Reasons for Decision

- 2.1 The previous Asset Management Plan covered the period 2010-2013 and needs to be updated to set out a strategy for how we will manage our assets over the next 5 years (2016-2021).

3. Alternative Options

- 3.1 To retain the current outdated Asset Management Plan (2010-2013).

4. Supporting Information

- 4.1 Colchester Borough Council (CBC) owns and manages a large portfolio of land and property. These assets are key in helping CBC deliver front line services to the community and it is essential that they are well maintained and fit for purpose. Our property assets also produce valuable income for the Council which is increasingly important as Central Government grants reduce. CBC needs to manage its property assets effectively to encourage a more commercial focus to produce sustainable income, generate inward investment and regeneration whilst balancing community objectives. It also needs to work with key partners in order to provide services in a cohesive and strategic way.

5. Proposals

- 5.1 It is proposed to take the Asset Management Strategy (AMS) to Cabinet for approval on 20 December 2016.

6. Strategic Plan References

- 6.1 The AMS reflects the Council's strategic aims as set out in the Strategic Plan 2015-2018:
- Generating and maximising new income opportunities
 - Commercial shrewdness
 - Challenging conventional practices

- Innovative ways of delivery
- Maximising return on investments
- Providing more for less at the best value to

7. Consultation and notification

7.1 If the AMS is approved, it will be published on the Council's website.

8. Publicity Considerations

8.1 The introduction of the Policy will be published on the Council's website.

9. Financial implications

9.1 Income and capital generating opportunities are addressed in the report.

10. Equality, Diversity and Human Rights implications

10.1 Equality Impact Assessment Form has been completed and none have been identified.

11. Community Safety Implications

11.1 None

12. Health and Safety Implications

12.1 None.

13. Risk Management Implications

13.1 Any key areas of risk arising from the AMS will be dealt with on a case by case basis and logged on the Risk Register.

Background Papers

Appendix 1: Asset Management Strategy 2016-2021

Colchester Borough Council Asset Management Strategy - Draft November 2016



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Executive Summary

Colchester Borough Council's Asset Management Strategy (AMS) will set out the vision for how we manage our assets over the next 5 years (2016 - 2021) by looking at them in a more cohesive way.

Government grants are reducing, budgets are getting tighter and the need to produce extra income is increasing. Assets owned by Colchester Borough Council (CBC) will have a major role in meeting our financial targets.

The way we work is evolving every day, increased use of technology and partnership working give us the ability to share spaces and services in a way we never have before.

4 priority areas have been identified that will provide the focus for the AMS:

1. Operational and Community Asset Management
Looking at how we manage assets we occupy and use for community functions.
2. Creating Growth
Focusing on inward investment, regeneration and partnership working.
3. Commercial and Business
Encouraging a commercial focus to how we work in order to create more sustainable income whilst also balancing community objectives.
4. Partnership Working
Challenging working practices and the management of resources. Working with key partners in order to provide services for our community in a more joined up way.

Central to all these areas are our assets and how they are a vital part of how we deliver our services.

Asset Management Strategy Overview

This Asset Management Strategy (AMS) supersedes the previous Strategic Asset Management Plan (2010-2013). It will set out the vision for how we manage our assets over the next 5 years (2016 - 2021) by looking at them in a more cohesive way.

Colchester Borough Council (CBC) owns and manages a large portfolio of land and property. These assets are key in helping CBC deliver front line services to the community and it is essential that they are well maintained and fit for purpose.

Our property assets also produce valuable income for the Council which is increasingly important as Central Government grants reduce. CBC needs to manage its property assets effectively to encourage a more commercial focus to produce sustainable, longer term income, generate inward investment and deliver regeneration/growth whilst balancing community objectives. It also needs to work with key partners in order to provide services in a more cohesive way.

Portfolio Mix

CBC's property portfolio is diverse in nature and has a net book value of approximately £454.7m* as at March 2016 made up of the following:

- Investment Properties - £34.4 m with a rent role of £3.2 m pa
- Operational land and buildings - £110.6 m
- Land held for redevelopment - £15 m
- Council dwellings – £294.7m

Property Type	Number **
Car Park	20
Depot	4
Industrial	39
Offices	12
Shops, Shopping Centres, Restaurants	30
Sports & Leisure	27
Surplus & Regeneration Assets	15
Museums, Theatre Galleries	7
Community Facilities	6
Cemetery & Crematoria	2
HRA Property and Garages	2,297
Council Dwellings	6,006
Miscellaneous	28
Total	8,493

*Excludes Assets Under Construction; **As at March 2016

Vision

The AMS will set out how we can build on previous successes to ensure we use best practice and utilise our estate in the future to maximise its full commercial potential whilst ensuring new and existing residents and businesses in the Borough are well served with a range of community facilities.

Key Objectives

The focus of the AMS reflects the Council's strategic aims as set out in the Strategic Plan 2015-2018:

- Generating and maximising new income opportunities
- Balancing Community needs
- Commercial shrewdness
- Creating high quality places and spaces for new communities
- Challenging conventional practices
- Innovative ways of delivery
- Maximising return on existing investments
- Ensuring assets in the right places doing the right things
- Providing more for less at the best value to residents

Priority Areas

4 priority areas have been identified that will play a vital role in achieving our key objectives and which will provide the focus for the AMS.

- Operational and Community Asset Management – looking at how we manage assets we occupy and use for community functions
- Creating Growth – focusing on inward investment, regeneration and partnership working
- Commercial and Business – encouraging a commercial focus to how we work in order to create a more sustainable income whilst also balancing community objectives
- Partnership Working – challenging working practices and the management of resources. Working with key partners in order to provide services in a more joined up way.

Our property assets are central to all of these priority areas and key to helping deliver our services.

Highlights of Our Achievements since 2010

Housing Development

34 new build affordable houses completed on CBC garage sites
Partly funded from Right to Buy receipts
Fully let

RIF Committee

Programme and Committee set up to review commercial opportunities
RIF recycles capital income
Streamlining property decisions and enabling a more commercial outlook
Developed a business case approach

Corporate Client Role

Planned preventative maintenance and general repairs managed by CBH - works budget of £700k
5 year plan for each property
All buildings rated based on condition surveys
22% increase of buildings rated in good condition or above

Strategic Land Purchase Fund Set Up

Vineyard Gate properties & Seven Saints Farm acquired

Trading Board

Planning and decision making supported and challenged
Ensuring CBC makes sustainable commercial arrangements

Community Hub

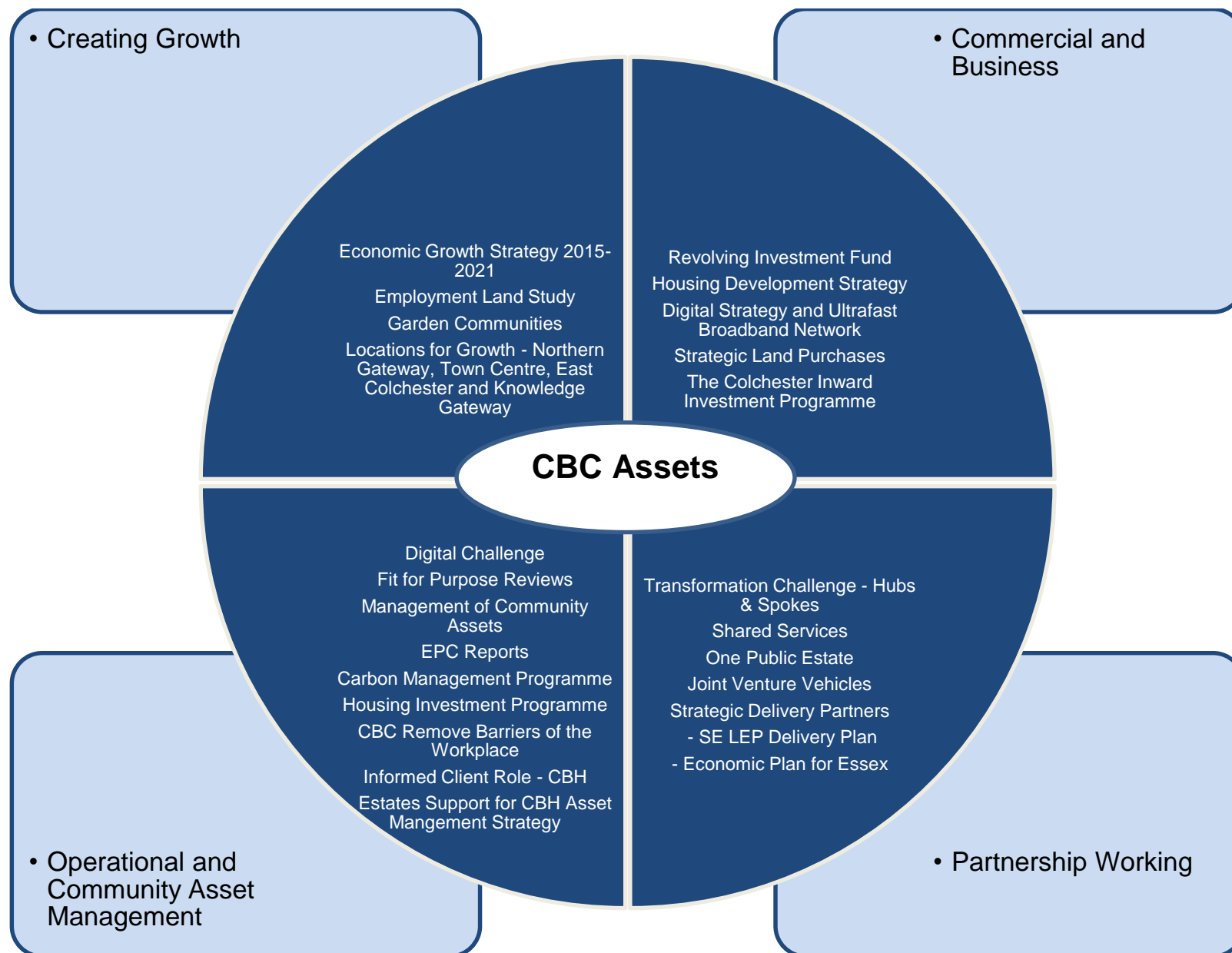
Opened at Colchester Library 2013
Operational partnership between Essex County Council, Colchester Borough Council and Colchester Community Voluntary Services.
Co-location and cost savings

Location for Growth Areas

New David Lloyd completed
Curzon on site
New student accommodation at The Maltings East Colchester
Legals agreed for new Leisure scheme at Northern Gateway
Town Centre
Sheepen Road office development on site

Investment Review carried out

Asset Management initiatives to release value



Operational and Community Asset Management

It is important to ensure that our property assets are being used and managed in the most cost effective way to facilitate the best service for our customers and secure income streams where appropriate.

CBC has the ability to monitor all aspects of how our assets are performing and we should use this information to ensure they are being used in the most cost effective way, are environmentally sustainable and are in the right places for the best possible service delivery for local communities.

Strategies

Digital Challenge

CBC has identified the need to change the way it works.

By embracing new technology and passing these skills on to our customers the Council can provide services in a more efficient and convenient way in many different locations.

The project will :

- reduce face to face contact
- enable self-serve
- encourage a paperless office
- reduce the strain on our assets.

Fit for Purpose Reviews

Assessing whether operational assets are fit for purpose for service delivery and provide value for money.

Provide the right buildings in the right place and condition to meet future service delivery needs.

Reviewing options such as refurbishment and relocation in order to ensure services are delivered effectively and efficiently, providing more for less at the best value for residents.

Management of Community Assets

CBC is responsible for a number of community buildings in the Borough which are widely used by the general public.

These buildings provide lots of community benefits but can bring about cost pressures depending on their age and condition

The Council also owns and manages many acres of open space which needs to be appropriately managed and reviewed regularly.

CBC is seeking to balance a number of objectives by exploring the use of a standard lease for community buildings.

CBC maintenance contracts for public spaces reviewed to ensure fit for purpose and best value secured.

EPC Report

Under the Energy Act 2011

By 1st April 2018 all new commercial lettings or lease renewals require an energy rating of E or above

By 1st April 2023 all commercial properties require an energy rating of E or above.

All properties are categorised so we know which require an EPC.

The project now needs to be costed and built into the building maintenance programme.

Local Authority Carbon Management (LACM) Plan

22 Capital projects identified with a target of reducing CO2 by 46% by 2020.

Energy efficiencies and cost savings.

Will require monitoring to ensure CO2 does not increase after projects are completed.

Housing Investment Programme

Under the HRA, CBC owns 6,040 residential properties in the Borough.

Many have required refurbishment to meet government standards and improve their energy efficiency.

Over the last three years approx £22.1m has been spent on Council stock and this includes elements such as increased insulation, double glazing and replacement of kitchens, bathrooms and heating systems.

This will reduce maintenance liability and ensure assets are sustainable and fit for purpose.

CBC - Removing Barriers of the Workplace

This project was launched in February 2016 to assess accommodation, IT and working practices.

The project hopes to help future proof the organisation
An Accommodation and ICT Strategy will be drawn up.
Working practices will be assessed to reduce overheads and improve the customer's experience.

Corporate Properties Managed by CBH

Management agreement with CBC for 10 years from 2013 including corporate properties

CBH control centralised corporate repairs budget, including response repairs and planned preventative maintenance programme.

CBC act as Informed Client with CBH delivering against KPIs.

Central control of repairs and efficient use of budget.

Backlog maintenance costs fallen by 25%

22% increase of buildings rated in good condition or above

Provision of buildings services role for developments.

Estates Support for CBH Asset Management Strategy

Estates support for CBH and their management of HRA stock to achieve best value including property title and boundary issues.

Specialist advice on the disposal of HRA surplus stock identified through CBH's viability assessment.
Advice on other asset queries.

Case Study

Old Heath Recreation Ground

Following public consultation with the community in 2012, the redundant changing room facilities at the Recreation Ground were refurbished as a café and community meeting room.

Utilising Section 106 money the facilities include indoor and outdoor seating and public WC's and provide a place where the community can come together and which encourages people to stay longer at the Recreation Ground.

The facility which is operated by a local community group opened in May 2016 and is a good example of utilising surplus space for community use.

Case Study

Local Authority Carbon Management (LACM) Plan

The LACM project team identified 22 projects that would help reduce emissions in many of our assets such as LED stairway lighting in sheltered housing and pool covers at Leisure World.

If Colchester were to carry on with business as usual without taking mitigating action, CBC could see emissions rise by 11% by 2020.

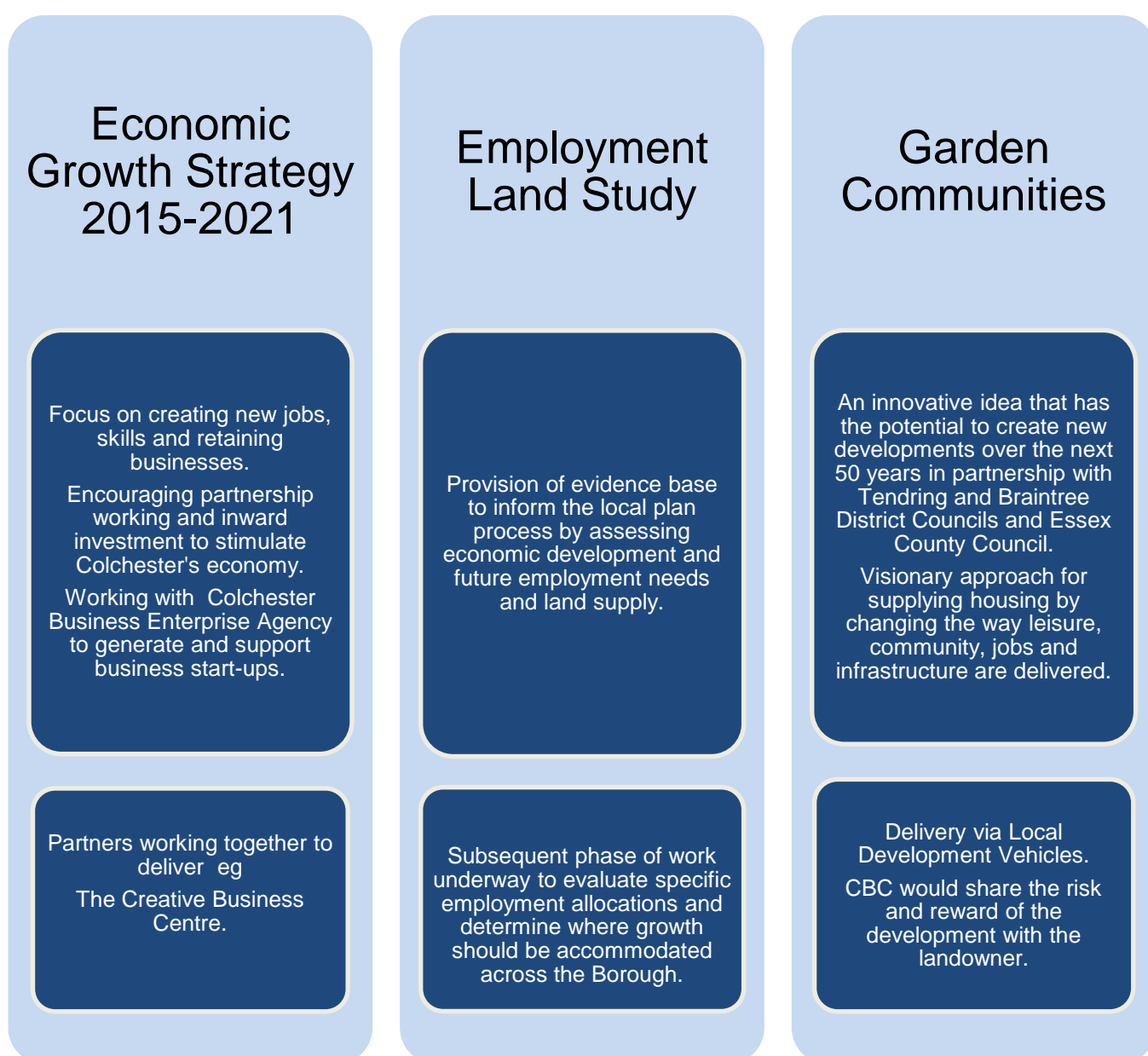
Estates manage CBH as informed client to implement the project works. Further viability works and costings need to be completed and savings and payback periods fully calculated however CBC is confident that it will achieve targets by 2020.

This work positions CBC as a leading carbon cutting Council and raises awareness of sustainability.

Creating Growth

This area is vital to the Council's future sustainability. Regeneration stimulates inward investment and attracts new businesses and jobs to the area. Working with other agencies and partners will help us to discover what new and existing businesses need to thrive and grow and enables us to ensure we are providing the right kind of buildings and land to meet this growth in the Borough.

Strategies



Locations for Growth

Northern Gateway

Creation of new sport and leisure destination - Gateway to Colchester.
Inward Investment.
Business and job creation.

David Lloyd open
Plans for 12 screen 4D Imax cinema and restaurants
New homes
New sports facility north of A12
Ultra fast BB will create demand for employment land

Town Centre

Since 2010 The Better Town Centre Group has been working on sharing information across CBC and Essex County Council to secure smooth delivery of projects and enhance town centre opportunities.

Creative Business Centre
Curzon
East Hill House
First Site opening
New and improved public spaces

East Colchester and Knowledge Gateway

Working in partnership with local landowners since 2010 to stimulate development and community benefits delivered.

The Maltings Hythe - student accommodation and community space
Knowledge Gateway
Parkside Phase 1
Plans for new Innovation Centre at Knowledge Gateway
Local District Heat Network feasibility underway

Case Study

Creative Business Centre

Jointly funded by ECC and CBC, the creation of 43 business start-up units following the Creative Colchester Study which identified the need and benefits of a creative hub. Following a competitive tender process, an operator has been secured and the Creative Business Centre is due to open by the end of 2016. It will be an incubator for new start-up businesses with a digital and creative focus.



Case Study

East Hill House and Greyfriars

CBC identified the regeneration opportunities of these sites when Essex County Council declared them surplus. Working closely with ECC throughout the disposal process, ensured that the uses complemented The St Botolph's Master Plan.

Commercial and Business

It is vital that CBC continues with its commercial approach to Asset Management. Using our assets to generate long term income and ensure they don't cost more than they should is fundamental to achieving this. Having the ability to purchase land and buildings to facilitate development and income streams, will continue to have a positive impact on CBC budgets.

Strategies

Revolving Investment Fund (RIF)

Set up in 2014 with a 5 year forward programme of activity.

Recycles capital receipts into income producing assets.

Allows CBC to be more proactive and commercially focused.

Encourages regeneration and inward investment.

Sale of site at Northern Gateway and Magdalen Street will fund the development at Sheepen Road bringing CBC a low risk high value income stream and enable the site acquisition programme at Vinyard Street and redevelopment of Jacks.

Housing Development Strategy

Outline proposal agreed by Cabinet to commence a seven year programme of direct new build housing development on CBC owned sites.

This will secure future income streams.

Creation of a wholly owned Housing Development Company.

Proposals will bring forward private, affordable, key worker and starter homes.

Presents a commercial opportunity for the Council.

Digital Strategy - Ultrafast Broadband Network

CBC is installing UFBB that will transform connectivity for businesses in the town centre.

These scheme will encourage inward investment and facilitate the letting of the Creative Business Centre.

£70k income estimated for 2017-2018

Over 200 town centre businesses have expressed interest.

Opportunities to expand the network to other crucial areas such as The Northern Gateway and The Hythe being explored.

Strategic Land Purchases

CBC is currently looking for land to purchase that has long term prospects where we can add value.

Land would be leased out/land banked or redeveloped.

Using this land to generate sustainable income to support CBC in the future.

Colchester Ultra Ready for Business - Inward Investment Programme

Long term project to deliver and sustain a healthy economy in Colchester.

Seeking to increase jobs and reduce business and skills leakage (eg commuting).

Promoting Colchester as a great base for investing and doing business.

New website launched November 2016.

Targeting investors and encouraging new businesses to come to Colchester.

Case Study

RIF - Sheepen Road Development

The Council is developing the car park at Sheepen Road to deliver two high quality office buildings. Following a review of the parking arrangements across the borough after the introduction of the park and ride, the car park was identified as providing an opportunity for an alternative use and one that could help support the Council's income targets and safeguard frontline CBC services by investing internally in Council assets and opportunities.

Using the RIF to fund this project shows how the Council is becoming more commercially focused in order to deliver its borough wide priorities. CBC will retain ownership of the land and buildings. As well as being income producing, this development will keep and create new jobs for Colchester and stimulate further investment across the borough.

Two office buildings have been granted planning permission (19,700 sq ft and 13,000 sq. ft). The first building is well underway and has been pre-let to Essex based financial and legal services provider Birkett Long. The second building will be developed once a tenant has been secured. We are targeting a BREEAM rating of "Very Good" for both buildings. Local building contractors Rose Builders were selected to construct the first building following a competitive tender process.

Case Study

Housing Development Strategy

Cabinet Members have approved in principle the outline proposal to commence a seven year programme of direct and new build housing development on Council owned sites. This will be subject to approval of a full business case at a later date.

Cabinet has also approved in principle the creation of a wholly owned Housing Development Company to deliver, or being capable of entering into a joint venture to deliver the proposed programme of development. Officers are currently working up the full business case for Cabinet approval including specialist legal advice on the company structure, further site pre-development work, viability testing and financial modelling.

The Development Strategy will: Bring forward a robust delivery programme of future homes with a range of tenures over the next 7 years such as private market sale, affordable, private rented, key worker and starter homes.

Stimulate economic growth and bring forward a commercial opportunity for the Council in respect of its underutilised land assets which can be used to contribute to wider Borough objectives.





Case Study

RIF Digital Strategy - Ultrafast Broadband Network

Delivery of a creative solution for the renewal of the Council's CCTV network which will also provide a new income stream and position Colchester as a great base for investing and doing business.

Utilising the existing CCTV ducting, CBC is installing ultra-fast multimedia fibre optic broad band in the Town Centre. The initiative will mean that for the first time, affordable gigabit fibre connectivity will be available to over 800 town centre businesses, putting Colchester at the forefront of digital technology. It is a significant opportunity for small and medium sized enterprises and will attract inward investment as well as future proofing our CCTV network.

Following a competitive tender process, County Broadband has been awarded the contract to operate, commercialise and market the newly installed network. Income estimates for CBC for 2017-2018 are estimated at £100k.

Opportunities to expand the network to other crucial areas such as The Northern Gateway and The Hythe are currently being explored.

Partnership Working

CBC has a target to make savings over the next 3 years and beyond and therefore we are embracing new ways of working. To support this, we need to be innovative in our way of thinking and in our use of Council assets. Shared spaces and combined service delivery will not only save CBC money but it will also improve the delivery of services and how customers interact with us.

Strategies

Transformation Challenge- Hubs & Spokes

The aim of this project is to challenge decision making, working practices and management of resources. Encouraging the integration of services and data sharing with partners.

Developing the 'Hubs and Spokes' model with one centralised hub and spokes in the community.

Bringing together community assets.

Reducing accommodation costs and duplication of services.

Providing more accessible services for communities.

Shared Services

Councils will need to think strategically over the next few years about the possibility of sharing space and services with other organisations.

Reduce costs and the strain on assets whilst improving delivery.

Existing shared service arrangements for Museum Services and parking control.

One Public Estate

Developing joint land and asset reviews with other public sector organisations to encourage publically funded services to co-locate.

Since 2010 all public land and property assets have been on a single database (Essex Property Asset Map).

Opportunities for joint asset working across a range of public sector organisations.

Joint Venture Vehicles

Joining with other public and private sector organisations to focus on joint venture delivery

Sharing resources for delivery and utilising skills and expertise from the private sector

Strategic Delivery Partners

South East Local Enterprise Partnership (SELEP)
Funding opportunities

Economic Plan for Essex
- continued work with ECC to promote CBC's pipeline of economic growth projects

Case Study

Community Safety Partnership Hub

A ground-breaking multi-agency initiative which is set to tackle crime and anti-social behaviour in the Borough through a collaboration between key agencies (CBC, Police, Fire, Health). As well as providing a more cohesive, holistic approach to crime prevention through partnership working, sharing a base at Colchester Police Station will reduce costs for CBC.

Case Study

Library and Community Hub

This DCLG funded transformation project supports the Digital Challenge, which enables CBC to be more efficient by making the business and our customer interactions more digital whilst also improving customer journeys and integrating systems.

In 2013 this helped to bring together an operational partnership between Essex County Council, Colchester Borough Council and Colchester Community Voluntary Services (CCVS) at the Central Library and Community Hub.

The partnership includes an aim to co-locate and integrate services, at other 'spoke' locations in the borough where our customers may need access to person or digital customer based services.

A mapping exercise of partner locations has been started and the vision is that spokes could be located in the broader community in places like pharmacies and supermarkets where vulnerable people would most benefit from the service. This is a large piece of work bringing together community assets and supporting customers to change the way they access our services.

The involvement of CCVS in this project and links to the spokes can also support community groups to take on local spaces and manage them sustainably, and work to link local community and voluntary groups.

Conclusion

The next five years and beyond will be a challenging period for public finances. As identified in the AMS however, there are many opportunities for CBC including the increased use of technology and partnership working which will mean we can use our assets in a more effective and joined up way to drive income.

Commercial Services leads on the delivery of CBC's economic growth ambitions and regeneration projects by targeting and facilitating the growth of commercial activities and income generation from its assets to support the wider delivery of Council services for the community.

Our key aims which reflect those in the Council's Strategic Plan 2015-2018 are to:

- Provide a comprehensive service of expert quality property advice
- Ensure assets are assisting with the delivery of long term service goals across the Council for the community
- Use our assets to maximise annual income and capital receipts
- Turn assets from capital to revenue generating income streams
- Ensure assets are fit for purpose with the most appropriate legal agreement in place
- Become more commercial and competitive
- Add value and minimise risk
- Monitor the condition and efficiency of Council assets

Estates is equipped to provide a specialist advisory service and oversee all property related matters which arise from the AMS and it should be involved in any transaction that involves land or buildings.

Next Steps

To implement an Action Plan to support, facilitate and drive the Asset Management Strategy for the next 5 years.

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

- CCTV maintenance contract is due for renewal in April 17. An updated specification is being drafted.
- Essex wide CCTV users group is in place to share best practice and share training cost efficiencies.
- Working to increase the broadband connection speed into the CCTV control room as part of the town centre works.

Helpline

- The service continues to look for opportunities to grow, increasing the economies of scale for the service and focusing on three levels of growth.
 1. Large scale Service Increases - Stakeholder engagement
Ambulance service, Essex County Council, Clinical Commissioning Group (CCG), Colchester Borough Homes, Housing, Home Adaptations and 111.
 2. Medium size service increase - Referral sources
A key focus is to engage with referral partners and stakeholders to ensure that anyone who could be referred into Helpline is so. Eg Care Homes, CCGS, private landlords, and other referral pathways.
 3. Small size service increase - Approximately 60% of current business comes from individual self-referral - A general awareness rolling marketing campaign will continue in the local media and face to face to ensure market presence is maintained.

Examples of recent face to face activity include;

Co-op foyer; B & Q foyer; Peldon Village Hall; Speed dating event – Colchester fire station; Waitrose foyer; East Mersea Parish Council; Colchester Library awareness; MS talk; Community action day; GP lunch; Mersea Parish Council; One Colchester meeting; Community Harvest Mersea; Winter Warmth Greenstead.

Bereavement Services

- The Mersea road wall repairs have been completed
- Anglian Water have now confirmed the approved installation method for a water tap in the Cemetery extension - this work can now be programmed.

- The new memorial purchasing website 'In Their memory' will shortly be launched – this will allow customers to buy memorials in private or with the assistance of our team.
- We will shortly be launching a booking module which will allow Funeral Directors to book services directly into a shared diary
- Contracts for the delivery of Assisted Funerals and for Stone Masonry are due to be awarded shortly.

Events

The Colchester Event Company launch has taken place, the website is now live and profile is being maximised for a service that now encompasses venue/open space related event management. Utilisation of the Artifax booking system will produce cross venue efficiencies and potential customers are being referred to appropriate venues.

- Charter Hall - The venue successfully hosted, 'Sorry I haven't a Clue' which played to a sell-out audience. In the coming months, Jimmy Carr and Steve Backshall will play the venue.
The venue diary for 2017 is coming together and higher profile artists and better financial deals are being negotiated for Colchester Borough Council. The aim is to have confirmed programming for 18 months in advance by Jan 2018.
We continue to work with The Mercury Theatre in relation to scheduling, ticketing, technical and Health and Safety. We are currently working on a report which recommends improvements/upgrades to provide a better customer experience.
- Town Hall and Colchester Castle - The Town Hall hosted a successful Wedding Showcase as part of the Colchester Event Company launch week and there are a regular number of planned events.
Community Weddings continue to be popular and we are now promoting a number of add on packages to enhance the experience and assist with the event planning. The Events Team are taking responsibility for the tours and customer contact, supported by the Castle team.
- Open Air Events including Castle Park - Light and Shade - Back at the Future was delivered 29/30 November, linking the town centre to the park, shopping centres to arts and day to night time economy with a more commercial focus. An outline 2017 event plan following assessment of applications will be available in January 2017. Plans for this year's Colchester Xmas weekend are ongoing and meetings with potential partners for 2017 are taking place.

Building Control

The Building Control Team are currently fully staffed and are working well to deliver their service to our customers. Being fully staffed has allowed the Building Control manager and the team to have time to spot and sign up any unauthorised work and increase our market share across the Borough.

The team are working with colleagues across the organisation in relation to implementation of appropriate Business Systems and ICT to allow for a more efficient, proactive service delivery.

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. The Housing Development Company item has been rescheduled for the meeting in January 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.

Trading Board 2016-17 Work Programme

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 Housing Development Company Corporate Asset Management Strategy Building Control Update
25 January 2017	Commercial Development reports Business Annual Report 2016-17 (first draft) Commercial Opportunities arising from Essex Waste Partnership
22 March 2017	Commercial Development reports Business Annual Report 2016-17
Items to be Scheduled	Trading Arrangements Commercial Opportunities arising from “One Contact, One Service”