

Trading Board Meeting

**Council Chamber, Town Hall, High Street,
Colchester, CO1 1PJ**

Wednesday, 22 March 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

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

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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, 22 March 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 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.

6 Minutes

To confirm as a correct record the minutes of the meeting held on 25 January 2017.

25-01-17

9 - 12

7 Commercial Business Development - Operational Businesses

13 - 14

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

8 Annual Report 2016-17

15 - 28

See report by the Strategic Director, Commercial and Place

9 Work Programme

29 - 32

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 meeting on 25 January 2017.

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

To note the contents of the Performance and Income Report.

TRADING BOARD

25 January 2017

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

Substitute Members: - Councillor Chris Pearson for Councillor Rosalind Scott

Also in attendance:- Councillors Cory and Smith

146. Minutes

RESOLVED that the minutes of the meeting held on 23 November 2016 be confirmed as a correct record.

Councillor Bentley (in respect of his membership of Essex County Council) declared a non-pecuniary interest in the following item pursuant to the provisions of Meetings General Procedure Rule 7(5).

147. Commercial Business Development – Operational Businesses

The Board received a report from the Commercial Manager, Commercial Transition Manager and Operations Manager – Events 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, members requested sight of the Options paper that was being prepared for the Portfolio Holder for Housing and Public Protection in respect of the review of Sheltered Housing Helpline services, and explored how the Helpline encouraged channel shift. The Commercial Transition Manager explained that referrals could be made online, and the possibility of setting up a social media account had been explored, but this was currently on hold. All Helpline literature contained details of the website and an e-mail address, but given its customer base tended to be older, there was still a reliance on more traditional forms of communication. However, further information as to how Channel Shift was being addressed would be submitted to the next meeting.

In respect of the Events Service, it was reported that the arrangement with the Mercury Theatre to provide advice on the management of Charter Hall was coming to an end and that a full time Events Manager for ticketed Events would be recruited to work across all the Council's venues. Members of the Board asked whether there would be benefit in exploring an ongoing joint venture with the Mercury Theatre rather than recruiting a full time member of staff. The Commercial Manager explained that the Events Service would continue to work together with the Mercury Theatre on ticketing and marketing, and to develop a joint marketing and customer database. They would also look at joint scheduling with other venues across Colchester, to ensure that they did not schedule events in direct competition with each other. However, it was felt that in addition to this joint working, there was still a role for a dedicated manager for ticketed events for the Events Service. It was stressed

that the focus of the Events Service was to generate revenue from the Council's venues, rather than to promote or generate tourism in the wider sense, although clearly a successful Events Service would help stimulate tourism in the borough.

Members of the Board felt that would be some merit in the Board exploring further how the Events Service worked with other venues across the borough, looking at how events were scheduled, marketed and ticketed. It could also look at how the Events Service could link into tourism in the borough, such as through discounted packages across venues. The Board requested that a report addressing these issues be submitted to the next meeting of the Board.

In addition members of the Board suggested that it would be helpful if all members were provided with details of forthcoming events in advance, and also that events could be marketed through the terminals at the Community Hub. The Commercial Transition Manager explained that this was being looked into. He also explained that the flyer for events in open spaces was issued twice a year and was still an effective marketing tool.

RESOLVED that:-

- (a) The contents of the report and the current position on the operational services be noted.
- (b) That further information as to how Channel Shift was being addressed in the Helpline Service be provided to the next meeting of the Board,
- (c) A report looking at how the Events Service linked into tourism in the borough and how it worked with other venues across the borough be submitted to the next meeting of the Board.

148. Trading Board Annual Report 2016-17

The Board received a report setting out the initial draft of the Annual Report 2016-17.

In discussion, members of the Board welcomed the initial draft, particularly the visual nature of the report. In discussion members of the Board made the following points:-

- There needed to be more consideration of the target audience. Ian Vipond, Strategic Director explained that the aim was to produce a document akin to a company report. The potential audience was other Councillors, residents and those interested in undertaking joint ventures with the Council. It could be used as a marketing document and also to raise media interest in the work of the Trading Board.
- Summary information about each of the services should be included.
- The report also needed to address the quality of services provided, as well as statistical and financial performance information.
- A list of the Board members needed to be included.
- Some of the graphics were a little dated and there needed to be more pictures. There were a number of attractive venues linked to the Commercial Services, such as the chapel at the cemetery, which could be included.
- The report should also give an indication of future priorities.

Graham Lewis, Commercial Manager, thanked the Board for their comments. A revised final draft taking into account the Board's comments would be submitted to the next

meeting of the Board.

RESOLVED that the Board's comments on the initial draft of the Annual Report be noted and that a revised final draft Annual Report 2016/17 be submitted to the next meeting.

149. Work Programme

The Board received a report from the Assistant Chief Executive setting out the work programme for the 2016-17 municipal year.

In response to queries from the Board about the likely timing of the item on the Commercial Opportunities arising from the Essex Waste Partnership, Ian Vipond, Strategic Director, Commercial and Place, explained that in view of the ongoing work on changes to the Council's waste collection arrangements, it was unlikely that resources would be available to report on this until these changes had been implemented.

It was suggested that it would be useful for the Board to receive a report on the Council's approach to commercialism. The need for the Council to take an innovative approach was stressed, although it was important that as it moved towards a commercial approach it did not disadvantage any residents.

The Board also asked that the work programme be presented as a rolling programme in future. It should look forward to future meetings across municipal years, rather than being restricted to the current municipal year.

RESOLVED that:-

- (a) The Work Programme 2016/17 be noted.
- (b) An item on the Council's Approach to Commercialism be added to the Work Programme.
- (c) In future the Work Programme be presented as a rolling programme.

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.

Councillor Bentley (in respect of his membership of the East of England Local Government Association) declared a non-pecuniary interest in the following item pursuant to the provisions of Meetings General Procedure Rule 7(5).

150. 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.

151. 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**

Monitoring/CCTV

- New CCTV maintenance contractor starts 1st April with pre-contract orientation visits in progress.
- Quotes for digitising of camera network requested to allow future commercial opportunities.
- Early stages of relationship with Town Centre shops to support CCTV commercial opportunities.

Helpline

- Ongoing work with the North Essex Clinical Commissioning Group (CCG) to launch a lifting pilot in partnership with the East of England Ambulance Service Trust (EEAST)
- Negotiations ongoing to renew the Service Level Agreement (SLA) with Colchester Borough Homes (CBH) to monitor all sheltered scheme alarms, out of hour's repairs and homelessness calls, as well as coordinating the First Call Officers for major incidents.
- Jontek computer system to receive latest software updates in March
- Interviews for additional part time and casual staff, to increase service resilience, commence 13th March.
- Technical issues with the retail pathway system (how Helpline gets electronic referrals through from Essex County Council (ECC)) are causing payment delays.
- Helpline staff now trained in more complex equipment installations giving a more 'joined up' customer experience.

Bereavement Services

- Supply ducting routes from the public highway to the buildings for upgraded broadband are in place. ICT to manage the cable installation.
- Remote booking software for Funeral Directors (FD) is now being tested by a local FD before full roll out.
- Performance of the grounds maintenance contractor is the subject of meetings of senior managers from both sides.
- Following a detailed condition survey, the future of the old chapel needs to be decided. An options paper for repair, ruin, or sell has been provided to the Portfolio Holder.

- New site maps and interpretation boards to be purchased to further improve the customer experience.
- A short options paper is being produced for the digitising of burial records.

Events

- Recruitment for new Audience Development and Ticketed Events Manager in progress, this will allow further Charter Hall development.
- Profile of Colchester Events Company (CEC) continues to develop with attendance at Wedding Fayres and through development of CEC brochure for release in March. The aim being increased volume of events and income.
- CEC await report from recent audit that had taken place across service.
- Open Air events programme being developed with a number of exciting new events scheduled for Castle Park working alongside promoters.
- Successful programme of children's shows delivered at Charter Hall over the past three weeks.
- Wedding furniture from ECC facility has improved look and feel of the Community Room at the Town Hall.
- Various commercial event opportunities being investigated that revolve around Christmas 2017.

Building Control

- No update from last report

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 Annual Report of the Trading Board for its forth year 2016/17

1. Decision(s) Required

- 1.1 To agree the format and content of the Annual Report for the year 2016/17.
- 1.2 To delegate final wording to Chairman and Group Spokespersons and agree submission to Cabinet.

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 shareholders. The Report was intended to give both Cabinet and the wider public a record of the Board's performance.

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 its income. The draft Annual Report 2016/17 is attached.
- 4.2 This report is a draft to enable Trading Board to consider the key messages, design and layout – the financial figures and KPIs (Key Performance Indicators) referenced will be completed once the financial year has closed.

5. Proposals

- 5.1 To agree the format of the Annual Report for the year 2016/17.
- 5.2 To delegate final wording to Chairman and Group Spokespersons and agree submission to Cabinet

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 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.

Background Papers

Trading Board Report for the year 2016-2017.

Trading Board

Annual Report 2016/2017



Sightline



Building Control

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 the 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, over the next few pages, they tell the real story of the business we oversee.

As well as receiving regular reports on the above businesses the Board have also received reports and updates on **Public Sector Reform Commercial Opportunities** and the **Corporate Asset Management Strategy** and 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.

- Cllr Lesley Scott-Boutell (Deputy Chair)
- Cllr Kevin Bentley
- Cllr Martyn Warnes
- Cllr Lewis Barber
- Cllr Robert Davidson

Councillor Rosalind Scott

Chair, Trading Board 2016/2017



Helpline

There when you need us

Member of
UK
Telehealthcare[®]
Spreading Awareness Nationwide

Our **Helpline** service has helped over *** customers recover from falls, answering over 98% 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'.



Answered over
10**
 calls



98% of calls
 answered within
 60 seconds

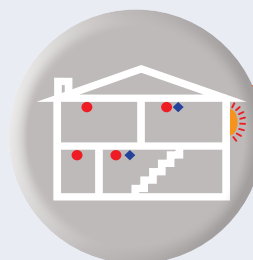
Responded to
1***
 call-outs



Our mobile responders
 got **1***** Customers
 back on their feet



Fitted **1*****
 Installed **1***** smoke and CO2



Achived target surplus in year
 Grew customer numbers by **1*****
 Supported independent living for over 20 years

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.



New cemetery extension
XXXXXX

Excellent customer
approval rating

Delivered an operating surplus of
xxx with an income of XX

Close working with
Funeral Directors

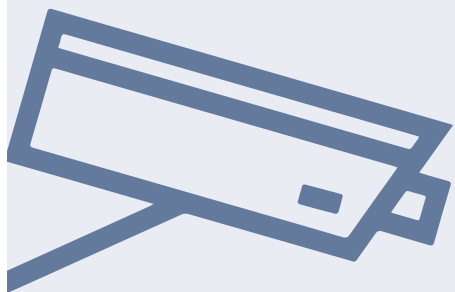
Sightline

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 offences affecting public safety.



Assisted in over **1**** arrests

Provided **24/7** response for other council services



Invested **£XX** in new night vision cameras

Responded to over **1**** monitoring requests

Got **1***** customers back on their feet



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.



Events 3-year plan

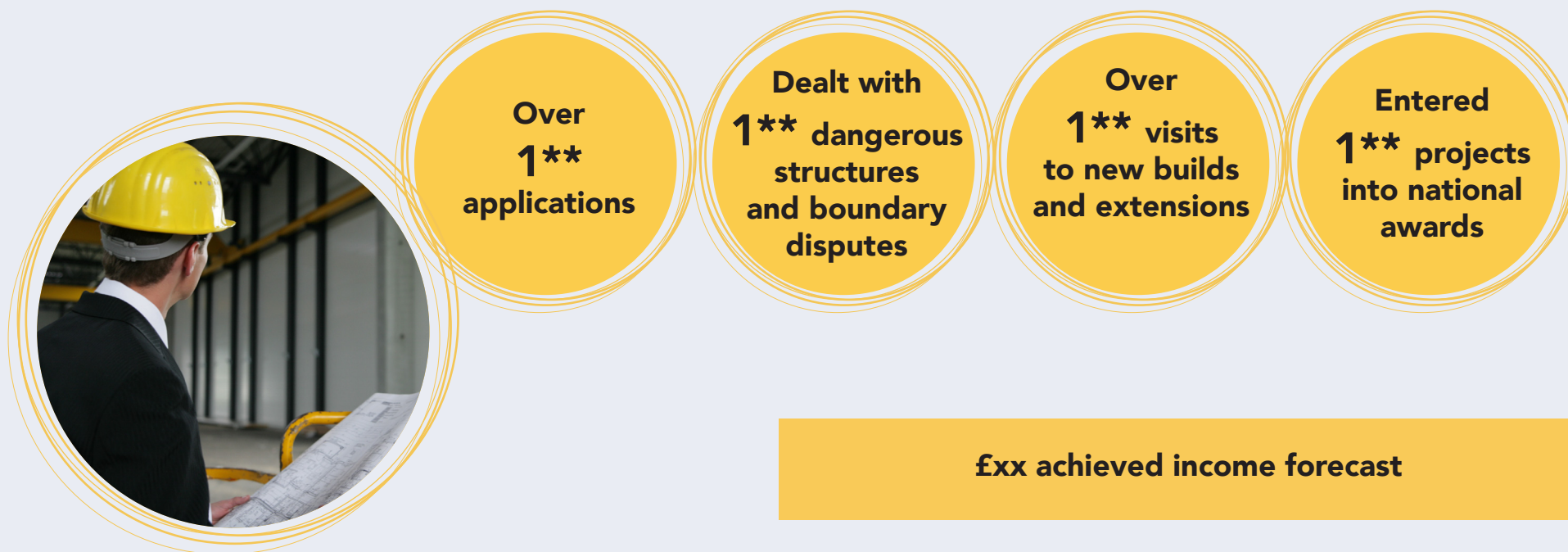
Improved website and customer service

Developing Strategic Partnership

Achieved XXX surplus

Building Control

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 like-minded local authorities.



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 - we deliver a very customer focussed products and services
- Professional staff and systems - there has been investment in the support structure, in terms of staff and business systems
- Innovation and responsiveness - we have encouraged innovation and new ways developing the products and services we deliver
- Sound financial management - all decisions are made based on clear financial forecasting, budgeting and monitoring
- Leadership and governance - there are clear Terms of Reference by which we are guided
- Continuous improvement - year on year we have seen the services grow in terms of income, surplus and service delivery



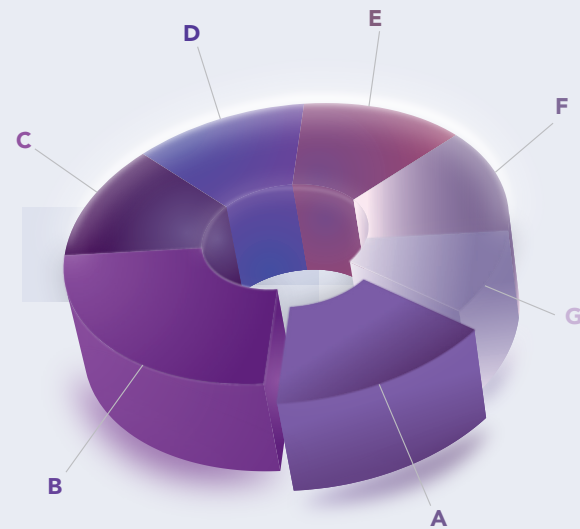
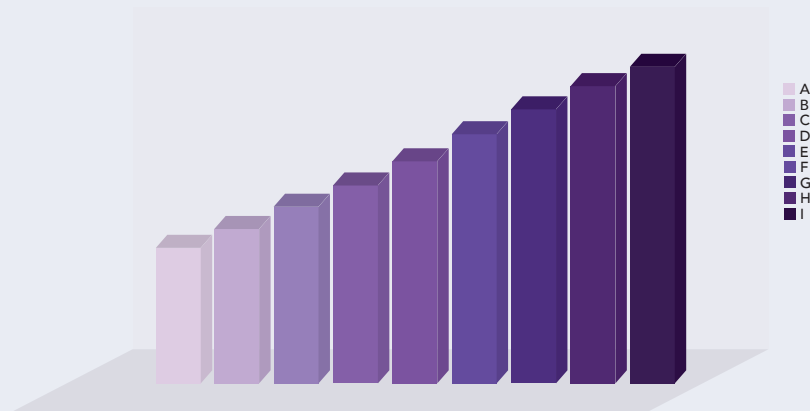
We are now in a position to push our commercial ambitions further and consider how we might best deliver more opportunities across the Council. This year the Trading Board will consider a further 5 year plan which will review our existing successes, plan new services to develop commercially, ensure we are delivering maximum return on investment (RoI) for or residents and service users, and how this is best delivered both internally and with partners.

The following statement highlights our Financial position at the end of the 2015/16 financial year and our budgets for next year.

Ian Vipond

Strategic Director

Financial table income/costs/surplus – Net



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 - 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.

Identify and recommend to Cabinet or Council major
- f) 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.

Contact details:

Helpline
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High Street, Colchester,
Essex CO1 1PJ
Phone: 01206 769779
helplineplus.co.uk

Cemetery and Crematorium
Mersea Road, Colchester
Essex CO2 8RU
Phone: 01206 282950
cemetery@colchester.gov.uk

CCTV
Colchester Town Hall,
High Street, Colchester,
Essex CO1 1PJ
Phone: 01206 769779

Colchester Event Company
Town Hall,
High Street, Colchester,
Essex, CO1 1PJ
Phone: 01206 506905
colchester-events.co.uk



TRADING BOARD ANNUAL REPORT
2016-17

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

This report concerns the work programme for the Trading Board

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 Following the suggestion made at the meeting of the Trading Board at its meeting on 25 January 2017, the format of the work programme has been amended. Instead of concentrating on the current municipal year, it is now presented as a rolling programme looking forward into the new municipal year
- 4.2 The work programme is attached at Appendix 1. The item on the Council's Approach to Commercialisation suggested at Board's meeting in January 2017 has been scheduled for the first meeting of the next municipal year, along with a report on the Housing Development Company.
- 4.3 At its meeting on 15 March 2017 the Cabinet will be considering a report on the Restructuring of the Senior Management of the Council. This includes a proposal for the creation of a separate company including the Commercial Services and once further work has been undertaken on the proposal, the position on the future work of the Trading Board will be clearer.

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 Work Programme

22 March 2017	21 June 2017	02 August 2017	20 September 2017	15 November 2017	Items to be Scheduled
Commercial Business Development reports Annual Report 2016-17	Commercial Business Development Reports Housing Development Company The Council's Approach to Commercialism	Commercial Business Development Report	Commercial Business Development Reports	Commercial Business Development Reports	Commercial Opportunities arising from Essex Waste Partnership Commercial Opportunities arising from "One Contact, One Service" Links between Events Service and other venues in the borough and linkages to tourism

