

Trading Board Meeting

**Grand Jury Room, Town Hall, High Street,
Colchester, CO1 1PJ**

Wednesday, 24 January 2018 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 (the list of items to be discussed at a meeting), which is usually published five working days before the meeting, and minutes once they are published. Dates of the meetings are available here:

<https://colchester.cmis.uk.com/colchester/MeetingCalendar.aspx>.

Most meetings take place in public. This only changes when certain issues, for instance, commercially sensitive information or details concerning an individual are considered. At this point you will be told whether there are any issues to be discussed in private, if so, you will be asked to leave the meeting.

Have Your Say!

The Council welcomes contributions and representations from members of the public at most public meetings. If you would like to speak at a meeting and need to find out more, please refer to the Have Your Say! arrangements here: <http://www.colchester.gov.uk/haveyoursay>.

Audio Recording, Mobile phones and other devices

The Council audio records public meetings for live broadcast over the internet and the recordings are available to listen to afterwards on the Council's website. Audio recording, photography and filming of meetings by members of the public is also welcomed. Phones, tablets, laptops, cameras and other devices can be used at all meetings of the Council so long as this doesn't cause a disturbance. It is not permitted to use voice or camera flash functions and devices must be set to silent. Councillors can use devices to receive messages, to access meeting papers and information via the internet. Looking at or posting on social media by Committee members is at the discretion of the Chair / Mayor 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 take it to the Library and Community Hub, Colchester Central Library, using the contact details below and we will try to provide a reading service, translation or other formats you may need.

Facilities

Toilets with lift access, if required, are on each floor of the Town Hall. A water dispenser is available on the first floor.

Evacuation Procedures

Evacuate the building using the nearest available exit. Make your way to the assembly area in the car park in St Runwald Street behind the Town Hall. Do not re-enter the building until the Town Hall staff advise you that it is safe to do so.

Library and Community Hub, Colchester Central Library, 21 Trinity Square,
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 and financial performance of:
 - Colchester Commercial (Holdings) Limited and its subsidiary companies i.e. Housing Company, Energy Company and Trading Company;
 - Those Council services generating income of approximately £250,000 or above; and
 - Any other partly or wholly owned company of the Council
- b) Receive, review and recommend Colchester Commercial (Holdings) Limited's business plans (including its subsidiary companies) annually.
- c) Monitor, challenge and make recommendations to Cabinet regarding Colchester Commercial (Holdings) Limited and its subsidiary companies and other Council services with significant income streams.
- d) Identify and develop any new commercial agreements generating significant income for the Council for approval by Cabinet or Council.
- e) 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.
- f) 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.
- g) Consider any proposed new/transfer or sale/purchase of company shares and make recommendations on these for approval by Council.
- h) Make recommendations to Full Council on how it should exercise the functions flowing from its ownership of shares in Colchester Commercial (Holdings) Limited and its subsidiary companies.
- i) 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.
- j) 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.
- k) Recommend the constitution and appointment of the Councillor Directors of Colchester Commercial (Holdings) Limited.

COLCHESTER BOROUGH COUNCIL

Trading Board

Wednesday, 24 January 2018 at 18:00

The Trading Board Members are:

Councillor Rosalind Scott	Chair
Councillor Lesley Scott-Boutell	Deputy Chair
Councillor Lewis Barber	
Councillor Kevin Bentley	
Councillor Robert Davidson	
Councillor Chris Pearson	

The Trading Board Substitutes are:

All members of the Council who are not Cabinet members.

AGENDA

THE LIST OF ITEMS TO BE DISCUSSED AT THE MEETING (Part A - open to the public)

Please note that Agenda items 1 to 6 are normally dealt with briefly.

1 **Welcome and Announcements**

The Chair will welcome members of the public and Councillors and remind everyone to use microphones at all times when they are speaking. The Chair will also explain action in the event of an emergency, mobile phones switched to silent, audio-recording of the meeting. Councillors who are members of the committee will introduce themselves.

2 **Substitutions**

Councillors will be asked to say if they are attending on behalf of a Committee member who is absent.

3 **Urgent Items**

The Chair will announce if there is any item not on the published agenda which will be considered because it is urgent and will explain the reason for the urgency.

4 Declarations of Interest

Councillors will be asked to say if there are any items on the agenda about which they have a disclosable pecuniary interest which would prevent them from participating in any discussion of the item or participating in any vote upon the item, or any other pecuniary interest or non-pecuniary interest.

5 Minutes of Previous Meeting

The Board will be invited to confirm that the minutes are a correct record of the meeting held on 15 November 2017.

Minutes 15-11-17

7 - 10

6 Have Your Say!

The Chair will invite members of the public to indicate if they wish to speak or present a petition on any item included on the agenda or any other matter relating to the terms of reference of the meeting. Please indicate your wish to speak at this point if your name has not been noted by Council staff.

7 Colchester Commercial Holdings Ltd Colchester Amphora Trading - Period 9

11 - 14

The Board will consider the report on period 9 of Colchester Commercial Holdings Ltd and Colchester Amphora Trading.

8 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)**

9 **Minutes - Part B**

The Board will consider whether to approve the not for publication extract from the minutes of the meeting held on 15 November 2017 as a correct record.

10 **Colchester Commercial Holdings Ltd Period 9 2017-18**

The Board will consider the financial information relating to Colchester Commercial Holdings Ltd Period 9

TRADING BOARD

15 November 2017

Present: - Councillor Rosalind Scott (Chair)
Councillors Lewis Barber, Chris Pearson and Lesley Scott-Boutell

Substitute Members: - None

Also in attendance: - Councillors Feltham and Smith

170. Minutes

RESOLVED that the minutes of the meeting held on 2 August 2017 be confirmed as a correct record.

171. Colchester Commercial Holdings Ltd Colchester Amphora Trading – Period 6

The Board considered a report from Colchester Commercial Holdings Ltd Colchester Amphora Trading reporting on the activity within each of the trading services for the half year 2017/18. Graham Lewis, Senior Commercial Manager, presented the report to the Board.

In respect of the Sport and Leisure service, it was reported that the opening of the Activa Gym had improved the financial position and that it was anticipated that it would continue to improve through future periods 7 and 8. The launch of the Activa gym had seen a surge in Lifestyle memberships and these were now at their highest ever level. In addition, Christmas and New Year promotions were being heavily marketed and the service was pushing to increase the usage at Highwoods and Tiptree. A review of the activities across wetside and dryside at Leisure World was also underway, with a view to optimising usage.

Colchester Events Company was on course to meet its target outturn by year end. New Homes Bonus funding had been secured for improvements to Charter Hall which would make it a more attractive facility both for customers and agents and artists and help it secure more prestigious bookings. An Ice Slider has been booked and will be located in the Castle Bailey over the Christmas period. Over £10000 of tickets had already been sold. Feedback was provided on the Doomsday/Gloomsday event. Whilst the former had been a success, there had been some issues with the quality of the delivery of the Gloomsday event. Further consideration was being given as to what lessons needed to be learnt and whether or not the event should be run again next year. The Oktoberfest event had been very well attended with over 5000 visitors and feedback has been overwhelmingly positive. however, 15 complaints about noise and antisocial behaviour were received from residents neighbouring the park.

Helpline was currently struggling in terms of income and management of costs. A plan was now in place aimed at reducing costs whilst maintaining services. It was anticipated that following consultation with staff, a new rota system and management arrangements would

be in place in early 2018. In respect of the Town Centre Digital, a six month break point meeting had been held and concerns had been expressed to County Broadband about the service delivered and options were being considered.

In discussion, members of the Boards queried whether the improvements to Charter Hall would include improvements to the hearing loop system. It was reported that a full evaluation of the hearing loop system had been undertaken and it worked as well it could. It worked better in certain areas of Charter Hall but it was not possible for it to cover all areas and seating for those with hearing impairments would need to be located in those areas which were covered.

In response to queries from members, it was explained that wedding packages had exceeded their income targets. The presence of the Community Wedding Room at the Town Hall had generated significantly more interest in Town Hall weddings more generally, and effectively acted as free advertising. There had been excellent feedback from a number of customers about the quality of the service, and the weddings element was growing quicker than other areas of the Events business. The castle was being promoted as a unique venue for weddings. Secondary spend was also increasing. Further statistical information about growth in the numbers of weddings would be forwarded to members of the Board.

Colchester Events also generated income through the hire of facilities for corporate events and receptions. A number of corporate Christmas parties were booked for the Town Hall through December. Some corporate events were held at the Castle but this was slightly more difficult to market in view of its size and the public opening hours.

Helpline's service was also commended by members of the Board. Whilst the issues with the financial performance of the service were noted, it was more important that the service continued to provide a vital service to vulnerable residents.

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.

172. Minutes – Not for Publication Extract

RESOLVED that the not for publication extract of the minutes of the meeting on 2 August 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.

173. Colchester Commercial Holdings Ltd Period 6 2017-18

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 – Colchester Commercial Holdings Ltd
Colchester Amphora Trading – Period 9 (P9)
Author – Graham Lewis, Senior Commercial Manager**

The report below refers to activity within each trading service to the Period 9 2017/18 including financial performance, operations and business development.

Sport and Leisure

The service has continued to focus on closing the forecast gap shown in the last Trading Board report in November 2017. At this point in the year Income is below budget but an increase in Lifestyles membership sales and over budget performances in other areas including Leisure Pool, catering, car parking and Highwoods has supported the overall performance.

Costs in the service are continually monitored and there has been additional pressure from increased costs relating to energy, pensions and staffing.

Despite this the service is forecast to turn in only a slightly below net income figure at year end, which may improve as we enter a traditionally busy period of membership sales.

A number of activities have been instigated across the business:

- A membership promotion throughout December for 'No Joining Fee' resulted in membership sales of 89 above target. This has been continued in January resulting in 120 memberships above profiled target (@12/01/18).
- A New Year #MyGoal campaign is being promoted on billboards, bus stops and pushed via our website and social media
- A promotional offer on Aqua Springs Vouchers throughout November and December has resulted in higher voucher sales compared to the same period last year.
- A large new wall covering within Leisure World's main building is now in place with high visual impact promoting Aqua Springs through pictures to existing customers of Leisure World.
- Vouchers have been sold via a Groupon offer for entry into the Leisure Pool during off-peak times.
- A review of group fitness classes has resulted in a number of changes to the programme including the introduction of new Spinning for beginners classes.
- A new member of the health and fitness team has been employed to work with partners to promote rehabilitation sessions through outreach work.
- New online system for customers to book spaces on kids camp being launched in February



- Leisure World is sponsoring the Colchester Half Marathon, which starts and finishes at the Stadium in March with up to 4,000 runners and many more spectators attending.
- Packages and Offers for Hen Parties linked with Weddings at The Town Hall and Castle have been created and due to be promoted at upcoming Wedding Fairs.
- The Zoggs shop has been fully refurbished with new layouts and visuals to increase retail sales.
- Afternoon Teas have been introduced in Aqua Springs which have proved popular and are selling well.
- A new company has signed up to our Corporate membership scheme with 16 new members added from 1 January.
- The fitness pool changing room and pool surrounds were refurbished in December, without the need to close the pool. This work featured new lockers, a deep clean of the floor tiles and new signage based on feedback from consulting with a local Dementia group.

Events

Colchester Events Company have experienced additional costs relating to the successful operational delivery of the Colchester Ice Slide throughout December. Although the business will over achieve on budgeted income we are now forecasting a net under performance against budget.

- Managers have been actioned with containing costs, maximising income and bringing in any short term, profit making events between now and the end of the year in order to try and improve on current position
- All events planned for next year are being reviewed for quality, income and cost implications.
- Improvements to the audience and performer areas at Charter Hall are in hand and will be delivered by the end of April.
- Two new events have been scheduled for Castle Park in 2018. Working with an internationally renowned promoter both Steps and Simple Minds will be performing on different dates.
- Charter Hall will accommodate 3 additional high profile comedians starting with Katherine Ryan in January and Milton Jones, Danny Baker and Jason Manford following later in the year.
- The Town Hall delivered a number of Christmas Parties throughout December, the success of which has resulted in advance bookings for Christmas 2108.
- A review of the business plan for next year is under way with a clear focus on cost management and profitability.

Helpline

The gap in net surplus position against budget has been stabilised, with measures relating to cost management. Staff and management consultations have taken place



and the outcomes will be implemented over the next 4 weeks. As discussed in the last report income opportunities will take some time to deliver and it is unlikely any improvements in net income will be seen by year end.

- New rotas have been developed and will be presented to employees. The new rota will look to reduce costs by maximising the effective use of core staff, relying less on casual workers.
- A management review has also taken place and new job roles created in relation to operational and business development functions. Interviews for these positions will take place from w/c 15th January.
- Essex County Council are reviewing how they will deliver Telecare services across the county and have contracted a consultancy to review delivery in the south of the county. A group of North Essex providers are meeting with Essex this month to discuss delivery options and the effect on existing operations.

Monitoring/CCTV

- Costs within The Monitoring centre have been stabilised and are subject to the same management and rota changes as Helpline.

Town Centre Digital

- A meeting with the contractor appointed to deliver the project took place in December setting out some clear sales and marketing priorities in order to realise income expectations. Meetings will continue and target dates and agreed activities monitored. Future income and alternative delivery options are being considered in light of some government initiatives that could make the installation and the cost of connection more affordable for interested businesses.

