

Trading Board Meeting

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

Wednesday, 07 March 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!

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Access

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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, 07 March 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 Board 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 24 January 2018.

Minutes 24-01-18

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 10

11 - 14

The Board will consider the report on period 10 of Colchester Commercial Holdings Ltd and Colchester Amphora Trading

8 Future of the Trading Board

15 - 20

The Board is invited to consider the future direction and purpose of the Trading Board.

9 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)

10 **Minutes - Part B**

The Board will consider whether to approve the not for publication extract from the minutes of the meeting held on 24 January 2018.

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

The Board will consider the financial information relating to Colchester Commercial Holdings Ltd Period 10.

TRADING BOARD

24 January 2018

Present: - Councillor Scott (Chair)
Councillors Davidson, Pearson and L. Scott-Boutell

Substitute Members: - Councillor Flores for Councillor Barber
Councillor J. Maclean for Councillor Bentley

Also in attendance: - Councillors Davies, Feltham and Smith

174. Minutes

RESOLVED that the minutes of the meeting held on 15 November 2017 be confirmed as a correct record.

175. Colchester Commercial Holdings Ltd Colchester Amphora Trading – Period 9

The Board considered a report from Colchester Commercial Holdings Ltd Colchester Amphora Trading reporting on the activity within each of the trading services up to period 9 2017/118. Adrian Pritchard, Chief Executive Colchester Borough Council, and Fiona Duhamel, Assistant Director Colchester Commercial Holdings Ltd, attended to present the report and assist the Board. The Board were informed that the Senior Commercial Manager had recently resigned.

In respect of the Sport and Leisure service, it was explained that the service was continuing to close the forecast budget gap. Whilst income remained below budget, there had been a significant increase in Lifestyles membership and a number of other areas, including the Leisure Pool, car parking and the catering were operating over budget. Costs were being monitored very closely, although there were a number of significant costs pressures including energy and pensions.

Performance in the last quarter had been particularly positive and income was significantly up on the same period in 2016. This had been boosted by a number of promotions, including a “No Joining Fee” promotion through December and a Groupon offer for new fitness classes. In addition, the service was working closely with the Clinical Commissioning Group and Colchester Hospital University Foundation Trust on the LEAP initiative, whereby patients who had recently suffered a serious health condition were referred to Leisure World for tailored fitness classes. This was particularly valuable as it generated an income stream at a time when facilities were not heavily used. In addition the service was working with local employers on offers and promotions for their staff to encourage higher usage.

In discussion, it was explained that the Council was looking at requests for single use of the Leisure Pool and was considering the equality issues associated with such use. . In response to queries from members of the Board, reassurance was provided that the Sport and Leisure Service remained part of the Council. It remained committed to maintaining Leisure World and to ensuring that the facilities were refurbished regularly and kept in a

good condition. In order to give the service a more commercial edge, it was managed through Colchester Commercial Holdings Ltd.

In respect of Colchester Events Company, the Ice Slide had been well received. It had always been envisaged that it would be seen as a “place making” event designed to raise the profile of Colchester. However, there had been a number of additional costs incurred. These were being reviewed to see how they could be contained. The cost implications and quality of future events were also being reviewed. Two high profile concerts were booked for the Castle Park and the quality of acts being secured for Charter Hall was improving.

Members of the Board explored the ticketing arrangements used by the Events Company and how risks were managed. It was confirmed that at present ticketing was done by an outside company, but that these arrangements would be reviewed in the future. The Events Company maintained a risk register and this was being reviewed. The Company was working to reduce its risks and wherever possible was seeking to pass more of the risks for events onto the promoter. For example, the Company was no longer paying acts to perform at Charter Hall. Acts now either hired the venue or entered into a profit share agreement with the Events Company.

Concern was expressed by members of the Board that Charter Hall was not a fully accessible venue and attention was drawn to a recent legal case on the requirement to provide a sign language interpreter for events. Officers confirmed that they would look at these issues. It was also suggested that the Event Company needed to ensure that the acts that were booked reflected the public sector ethos.

Notwithstanding the shortfall in the budgeted surplus, Helpline was making a significant profit and was a successful business. Cost had stabilised, and as part of a management review new rotas had been revised in order to reduce the use of casual staff. It was reported that the pilot with the Ambulance Trust had not been as successful as anticipated. However there was considerable potential in working in partnership with the NHS across the region and a key element of the management review was to bring in a Business Development Manager, whose role would be to look for and develop commercial opportunities. Members of the Board stressed the importance of Helpline and the service it provided to vulnerable residents and that it needed to be seen as more than a business

It was reported that costs within the Monitoring Centre had also been stabilised and were subject to the same management and rota changes as Helpline. In response to queries from members it was confirmed that the CCTV was regularly reviewed and faulty cameras replaced. There were no plans to extend the CCTV network at the moment. Should the Colchester BID vote be successful, the current service would be included as part of the baseline services to town centre businesses, and it would be for the BID to consider whether it wanted to provide funding for a more extensive CCTV network.

In respect of Town Centre Digital it was reported that there had been some issues with the performance of the contractor, and they had now been set some clear marketing and sales priorities. Their performance would be closely monitored. It was anticipated that forthcoming government initiatives could make the installation and connections costs more affordable for interested businesses.

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.

176. Minutes – Not for Publication Extract

RESOLVED that the not for publication extract of the minutes of the meeting on 15 November 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.

177. Colchester Commercial Holdings Ltd Period 9 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 10 (P10)
Author – Graham Lewis, Senior Commercial Manager**

The report below refers to activity within each trading service to the end of P10 2017/18 including financial performance, operations and business development. Supporting financial information, provided to Colchester Commercial Holdings Board, is provided in Part B papers, as this information is commercially sensitive.

Sport and Leisure

The service has continued to focus on closing the forecast gap shown in the last Trading Board report in December 2017. This remains slightly below budget as we head towards year end.

The service enters one of its busiest periods of the year across the business with a focus on Lifestyles memberships. Income can fluctuate depending on customer demand and uncontrolled factors, such as the weather in relation to the Leisure Pool & Aqua Springs.

A number of activities have been instigated across the business:

- A New Year #MyGoal campaign & January Lifestyles Special Offer (1 Month Free + No Joining Fee) promoted on radio, billboards, bus stops and pushed via our website and social media.
 - This resulted in highest ever monthly sales – 929 memberships sold in January against a target of 622. Highest previous figure was 644 in Jan 2014/15.
 - 236 x 12 month DD memberships sold in January, 200 more than January 2017.
 - Student Memberships - 298 sold in total in January - 90 more than January 2017.
 - 166 Junior Memberships sold in January 2018 - 66 more than January 2017.
- Agreed with Construction Company for a further 200 "New Home" offer leaflets to go out to two more developments.
- 5 hotels across Colchester have been visited and supplied with guest voucher offers.
- Valentine's Day & Mother's Day Offers are currently running for Aqua Springs.
- Packages and Offers for Hen Parties linked with Weddings at Town Hall and Castle created with an expected official launch date of 25/3/18.
- Kids Camp had 245 bookings for February half term, 103 above the total number of children that attended in February 2017.
- Colchester Judo Club have relocated to LW Colchester as from Jan 2018.
- Swim School numbers at January 2018 are at an all-time high.



- Personal Training has increased by 25% since the gym extension opened.
- 371 inductions completed in January 2018 (new gym users) - compared to 248 inductions completed in January 2017
- 13,417 gym visits in January 2018 - compared to 9,912 in January 2017
- A private Physiotherapy service is hiring a room in Activa the service will be offered from 19/2/18.
- ACE "My Weight Matters Programme" referrals to begin in January for weekly weigh in sessions. Referrals have option of taking a membership offer.
- An Athletics Club attended a meeting to discuss possibilities of them using facilities - Coaches were impressed with facilities and now trying to arrange a day to do free trial sessions for them to bring athletes down.
- Class occupancy averages 73% (17/18 target was 70%) - 88% occupancy in peak classes, 68% in off peak and 63% in Keiser Cycling classes.
- Class visits: - 86,000 visits Apr-Jan in 2017/18 compared to 68,400 in same period 2016/17.
- Additional Block bookings have been arranged.
- New beginners Keiser cycling launched and New Sunday Boxercise class - Regular 20 attendees to cycling class and Boxercise fully booked
- A meeting was held to promote LEAP and discuss possible Studio hire at LW for their sessions - meeting with Physio on 14/2/18 for them to look at facilities at LW.
- LEAP and a local GP surgery are progressing Diabetics exercise programme in partnership - Aim to set up Diabetes referral link and possible Diabetes classes by April 2018.

Events

Colchester Events Company (CEC) are continuing to review year end out turn and confirming targets both financial and volume based for 2018/19.

- CEC are forecasting a 25% increase in income over the 2016/17 outturn with a 35% increase in costs.
- Managers are containing costs, maximising income and secondary spend opportunities, concentrating on operating profit making events between now and the end of the year.
- A full review of the Business Plan assumptions for the business has taken place and the managers have been involved in the building up of budgets in relation to income and expenditure, and the setting of their areas financial and non-financial targets.
- Improvements to the audience and performer areas at Charter Hall are progressing – specifications have been reviewed and quotations for the work to be undertaken are being assessed.
- Sales for the concerts in Castle Park in 2018 continue to increase and Colchester is one of the bestselling venues on both tours, Steps and Simple Minds.
- Charter Halls event programme continues to attract bigger names and larger crowds - following a sell-out Katherine Ryan show, a bumper March follows



including Milton Jones; The Vegan Festival; Circus of Horrors; Wrestling; Children's Orchestra and Strictly Air Ambulance.

- The Town Hall hosted a Valentines Murder Mystery event on the 16th February. A full three course meal and theatre performance, building on the event in late 2017 and further developing audiences.

Helpline

The gap in net surplus position against budget remains stable. The new rota comes into operation from 27th February and recruitment is taking place to replace core full time staff and casuals. An Operations Supervisor is now in place and the Service Development Manager position has been advertised.

- The number of new connections for the service has reached 740 with 470 leaving the service, a net increase of 300 in year with 2 months to go. Last year net position was 222 net growth for the year).
- The Response team have responded to over 5,000 call outs (emergency calls and no voice contact) to the end of P10.
- Yearend out turn forecast is predicting a 12% income growth over 2016/17 performance and a 14% growth in net surplus.
- Essex County Council are indicating that there will be no change in provision of Telecare services across the county in the foreseeable future. The group of North Essex providers will continue to meet to work on options for an Essex wide delivery as this will, longer term be the direction of travel.

Monitoring/CCTV

- Costs within The Monitoring remain stable and are subject to the same management and rota changes as Helpline.
- The team have responded to over 10,000 Town Centre CCTV requests to monitor situations (Police Radio, Townlink and Publink) providing information to assist evidence gathering 212 times.
- Yearend forecast is indicating a 15% increase in net costs relating to the delivery of Town centre CCTV.

Town Centre Digital

- Income remains low. A follow up meeting with the contractor appointed to deliver the project is due to take place later this month.



Trading Board

7 March 2018

Item
8

Report of	Monitoring Officer	Author	Andrew Weavers
Title	Future of the Trading Board		☎ 282213
Wards affected	N/A		

1. Executive Summary

- 1.1 The purpose of this report is to detail the future direction and purpose of the Trading Board.
- 1.2 It is suggested that the Trading Board has achieved its original objectives and its responsibilities in relation to monitoring of the performance etc of Colchester Commercial (Holdings) Limited should be transferred to the Governance and Audit Committee. The Trading Board could then be refocussed to act as an advisory body to Cabinet on legislative, improvement and policy issues in the guise of a new Policy Review Panel. This would be subject to approval at the Annual Council meeting on 23 May 2018.

2. Recommended Decision

- 2.1 To note the contents of this report.

3. Reasons for Recommended Decision

- 3.1 The Council is required to keep its meeting arrangements under review and the future of the Trading Board is part of this. This report contain proposals on revised governance arrangements for the 2018 /19 Municipal year.

4. Alternative Options

- 4.1 To retain the Trading Board in its current form however, this is not being recommended

5. Supporting Information

- 5.1 The Trading Board was created in 2013 to advise Cabinet on its approach to commercial matters and how it could generate income. Its terms of reference were expanded last year following the creation of Colchester Commercial (Holdings) Ltd and its subsidiary companies including its role as the shareholder committee. The terms of reference of the Trading Board are attached at Appendix 1.
- 5.2 Following a review of the meeting governance arrangements for the 2018/19 municipal year it is suggested that the Trading Board has achieved its original aims and it would now be appropriate for its responsibilities in relation to Colchester Commercial (Holdings) Limited to be transferred to other meetings and for it to focus on legislative and policy issues facing the Council including the impact of Brexit.

- 5.3 It is proposed that the role of shareholder committee for Colchester Commercial (Holdings) Limited be undertaken by the Governance and Audit Committee and that the additional functions (23) – (27) set out at Appendix 2 be included as part of its terms of reference. It would be for the Governance and Audit Committee to determine how it undertakes this as part of its work programme. Whilst the Committee's terms of reference appears to be large, the functions mentioned at (8) – (21) are rarely required to be used.
- 5.4 The Scrutiny Panel will have a role in scrutinising the performance of Colchester Commercial (Holdings) Limited in the same context as it does for Colchester Borough Homes Limited. It is suggested that this would be probably twice a year. The first being to scrutinise the Company's business plans and second to review the Company's performance at the end of the financial year. Again it would be for Scrutiny Panel to manage its work programme.
- 5.5 Following a workshop for the members of the Trading Board held on 15 November 2017 it was suggested that the Trading Boards' terms of reference should include advising Cabinet on wider policy issues.
- 5.5 Accordingly it is considered that Trading Board should be transformed into a new advisory panel to Cabinet and it be named the Policy Review Panel. This Panel would provide legislative, improvement and policy advice to Cabinet and Portfolio Holders on issues that may affect executive functions. The proposed terms of reference for the Policy Review Panel is attached at Appendix 3. It would be for the Policy Review Panel to manage its work programme. This proposal would require ratification by the full council at the Annual Meeting on 23 May 2018.

6. Strategic Plan References

- 6.1 The manner in which the Council governs its business is an underpinning mechanism in the Council's Strategic Plan aims to set out the direction and future potential for our Borough.

7. Financial, Equality, Diversity and Human Rights, Consultation, Community Safety, Health, Safety and Risk Management Implications

- 7.1 None identified.

8. Publicity Considerations

- 8.1 Any changes to the meeting governance arrangements would be included in the Constitution which is published on the Council's website.

Panel	Membership	Terms of Reference
Trading Board	6 Councillors (except those being appointed as directors of Colchester Commercial (Holdings) Limited) and up to three (non-voting) co-opted external persons.	<ul style="list-style-type: none"> a) Consider and review the activities and financial performance of: <ul style="list-style-type: none"> (i) Colchester Commercial (Holdings) Limited and its subsidiary companies i.e. Housing Company, Energy Company and Trading Company; (ii) those Council services generating income of approximately £250,000 or above; and (iii) 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 Board of Directors of Colchester Commercial (Holdings) Limited.

	Membership	Terms of Reference	
Governance and Audit Committee	6 Councillors	<p>Accounts and Audit</p> <p>(1) To consider and approve the Council's Statement of Accounts in accordance with the Accounts and Audit Regulations.</p> <p>(2) As part of the Council's governance arrangements, to consider the findings of the annual review of governance (which includes a review of the effectiveness of the system of internal audit) and approve the signing of the Annual Governance Statement by the Leader of the Council and the Chief Executive in accordance with the Accounts and Audit Regulations.</p> <p>(3) To have an overview of the Council's control arrangements including risk management and in particular with regard to the annual audit plan, the audit work programme and progress reports and to make recommendations to Cabinet as appropriate.</p> <p>(4) To review the Council's external auditor's annual audit letter.</p> <p>Miscellaneous regulatory matters</p> <p>(5) To make recommendations to Council on the Council's functions contained in Parts D (elections), E (name and status of areas and individuals), F (making, amending, revoking , re-enacting or enforcing byelaws) G (promotion or opposing local or personal bills), of Schedule 1 of the Local Authorities (Functions and Responsibilities) (England) Regulations 2000 (as amended).</p> <p>(6) To determine Community Governance Reviews.</p> <p>(7) An overview of the Council's complaint handling procedure and Local Government Ombudsman investigations</p> <p>Standards</p> <p>(8) Promoting and maintaining high standards of conduct by Members and Co-opted Members of the Council.</p> <p>(9) Advising the Council on the adoption or revision of the Members' Code of Conduct.</p> <p>(10) Advising and assisting Parish Council(s) and Councillors to maintain high standards of conduct.</p> <p>(11) To receive referrals from the Monitoring Officer into allegations of misconduct in accordance with the Council's assessment criteria.</p> <p>(12) Receiving reports from the Monitoring Officer and assessing the operation and effectiveness of the Members' Code of Conduct.</p> <p>(13) Advising, training or arranging to train Members and Co-opted Members on matters relating to the Members' Code of Conduct.</p> <p>(14) Assisting Councillors and co-opted Members to observe the Members' Code of Conduct.</p> <p>(15) To create a Hearings Sub-Committee to hear and determine complaints about Members and Co-opted Members referred to it by the Monitoring Officer.</p> <p>(16) To conduct hearings on behalf of the Parish and Town Councils and to make recommendation to Parish and Town Councils on</p>	

		<p>improving standards or actions following a finding of a failure by a Parish or Town Councillor to comply with the Code of Conduct.</p> <p>(17) To inform Council and the Chief Executive of relevant issues arising from the determination of Code of Conduct complaints.</p> <p>(18) Advising the Council upon the contents of and requirements for codes/ protocols/ other procedures relating to standards of conduct throughout the Council.</p> <p>(19) To grant dispensations after consultation with the Independent Person pursuant to Sections 33(2) (b), (c) and (e) of the Localism Act 2011.</p> <p>(20) To hear and determine appeals against refusal to grant dispensations by the Monitoring Officer pursuant to Sections 33(2)(a) and (d) of the Localism Act 2011.</p> <p>(21) To make recommendations to Council regarding the appointment of Independent Persons in accordance with section 28 (7) and (8) of the Localism Act 2011.</p> <p>General</p> <p>(22) Review of the Constitution including governance issues around formal meetings, processes and member training and to make recommendations to Council.</p> <p>(23) Consider and review the activities and financial performance of: (a) Colchester Commercial (Holdings) Limited and its subsidiary companies i.e. Housing Company, Energy Company and Trading Company; (b) those Council services generating income of approximately £250,000 or above; and (c) any other partly or wholly owned company of the Council</p> <p>(24) Receive, review and recommend Colchester Commercial (Holdings) Limited's business plans (including its subsidiary companies) annually.</p> <p>(25) Monitor, challenge and make recommendations to Cabinet regarding Colchester Commercial (Holdings) Limited and its subsidiary companies and other Council services with significant income streams.</p> <p>(26) Make recommendations to Cabinet on how it should exercise the functions flowing from its ownership of shares in Colchester Commercial (Holdings) Limited and its subsidiary companies.</p> <p>(27) Recommend the constitution and appointment of the Board of Directors of Colchester Commercial (Holdings) Limited to Cabinet.</p>	
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	Membership	Terms of Reference
Policy Review Panel	6 Councillors	<p>(1) To proactively identify issues and legislative changes that may require review and improvement and to seek Cabinet's agreement as to whether and how they should be examined.</p> <p>(2) To review strategies and policies at the request of the Cabinet and to make recommendations back to Cabinet for decision.</p> <p>(3) To review issues at the request of a Portfolio Holder and to make recommendations back to the Portfolio Holder for decision.</p>