



**Corporate Policy and
Resources Committee**

13th April 2017

Subject: Commercial Delivery Plan 2016 Annual Review

Report by:

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Purpose / Summary:

This report brings the annual review of the Commercial Delivery Plan agreed in November 2015 by Council.

It also summarises future themes as a result of reviews in December 2016, when the Commercial Director role was discontinued to focus management roles and therefore resources, on delivery themes now that the Commercial Plan and future business plans have been established over 2016.

Those themes are, External Funding, Commercial Investments Portfolio, Commercial Community Projects (such as Leisure Provision), Growth and Regeneration, continued development of Commercial capability.

RECOMMENDATIONS:

It is recommended that:

1. Committee approve the Commercial Delivery Plan review
2. Committee advise on future governance as outlined in Section 5.3 and 5.4.
3. Committee approve the future delivery themes as outlined in Section 5.2

IMPLICATIONS

Legal:

Governance to ensure decisions are safe, is regularly reviewed, with emphasis on role of Monitoring Officer, Section 151, Director and Committee.

Monitoring Officer Comments

The law regarding the ability to trade for Local Authorities is contained in:

- Section 1 of the Localism Act which gives Local Authorities the General Power of Competence to do anything an individual can do as long as there is no express statutory prohibition against it; or
- Section 1 of the Local Authority Goods and Services Act which allows Councils to carry out and charge for Professional, Technical and Administrative services for other defined public bodies.

Each project will need to be reviewed by the Monitoring Officer to ensure that the proceedings are legally safe and that an appropriate delivery model is used for project.

Where necessary changes to the Council Constitution will need to go through the normal governance for such amendments.

Financial : FIN/5/2018

S151 Officer Comments

The Commercial Plan is intended to guide the Council's activity in generating income and contributing to overheads whilst achieving value for money. In addition to supporting the Council's ambition of financial self-sufficiency. The Commercial Plan is intended to make a contribution to closing this 'funding gap' as Government grants reduce.

The Council established an Invest to Earn Fund (earmarked reserve) of £1m for 2015-2020. The Invest to Earn Fund helps finance the development of commercial projects and proposals including research and development activity such as market analysis, sales opportunities, to support the development of project business cases. There remains a balance of £0.615m as at 31.3.2017

This report comments on some growth and regeneration projects and in particular the Hotel Development. This project was not in the original Commercial Plan. It was introduced to the capital programme during 2016/17 and was supported by the Growth and Regeneration earmarked reserve. The Growth and Regeneration earmarked reserve has a balance of £5.5m as at 31.3.2017

Staffing :

New staff roles and changes have been outlined in the report.

Equality and Diversity including Human Rights :

Risk Assessment :

A key role is effective Political Governance and ensuring members have seen all information necessary to make decisions.

Climate Related Risks and Opportunities :

Commercial Energy Projects can help meet this.

Title and Location of any Background Papers used in the preparation of this report:

Call in and Urgency:

Is the decision one which Rule 14.7 of the Scrutiny Procedure Rules apply?

i.e. is the report exempt from being called in due to urgency (in consultation with C&I chairman)

Yes

No

Key Decision:

A matter which affects two or more wards, or has significant financial implications

Yes

No

1.0 EXECUTIVE SUMMARY

- 1.1 To share with Committee the update on the Commercial Delivery Plan for 2016/17. The Plan has been appended to this report (Appendix 1). The report also outlines future themes and governance arrangements. A list of achievements and progress is also highlighted.
- 1.2 The Commercial Delivery Plan for the year was approved in November 2015 by Council as part of its annual process of delivery for the Commercial Plan.
- 1.3 A Commercial Member Steering Group was established in 2016. Its Terms of Reference are appended (Appendix 2). This group has provided advice, challenge and steer to shape key decisions that come to Committee. Examples are:
 - Surestaff - Company acquisition
 - Gainsborough Hotel proposal
 - Business Proposals
 - Commercial Investment Portfolio
 - Commercial Projects

2.0 ACHIEVEMENTS

- 2.1 In our quest for continual improvement and assurance of risk and value for money, we must not lose sight of the achievements and how they inform learning.
 - a) Commercial Plan, business cases and cultural awareness of commercial approaches developed. The foundations before quality delivery.
 - b) Acquisition of an external company to reduce costs to the Council with net benefits to Council expected to exceed £100,000 by year 3.
 - c) External Funding from 2016/17 year – indicative bides of circa £6 million have been announced. These will be subject to the GLEP and other funders such as the Homes and Communities Agency, the Lotter etc to help bring more money into the District and to enable Councils funds to be invested on other projects or utilised to lever in further funding.
 - d) Trading in areas such as Trade Waste and Business Improvements has increased our income compared to 2015/16.
 - e) Development of our talents 'growing our own'. Managers have been promoted to new roles such as Strategic Manager Trading and Environmental Operations, Community Commercial Investment Programmes Manager and Commercial & Economic Growth Director and in the process, making efficiency savings by merging vacant and existing roles of over £100,000.

2.2 Commercial Member Steering Group

The Commercial Member Steering Group has reviewed delivery and it has been agreed their focus and that of Committees should be to ensure safe value for money delivery with timely decisions. In areas where delivery may need further acceleration, more governance will be required or where business results anticipated are not being achieved, to stop, to learn and refocus on other areas and prevent further unnecessary resources being deployed. In addition potential for future conflict with some Members was highlighted.

The Terms of Reference need to be reviewed by Committee and recommendations made, taking into account the overall direction for Commercial Plan priorities and governance matters such as risk management and Member conflict.

2.3 Financial, Risk and Legal Governance

Independent advice has been deployed to provide assessments of proposed decisions for projects such as the hotel, town centre, joint venture procurement etc. In addition a review has taken place for certain projects especially one that has been delayed and to ensure appropriate governance and programme management resources are in place.

This area together with a review of governance of programmes, roles and procedures, will be the subject of a future report as relevant, once those reviews have identified further improvements needed. At this stage these are reviews for the Chief Executive and her management team. This report seeks to assure Committee that the Chief Executive is undertaking the second line of assurance as part of her duties to inform Council's third line of assurance, Members and External Audit.

3.0 Review

3.1 A review of the Commercial Delivery Plan took place last Autumn and in December it was decided by the Chief Executive, in her capacity as Head of Paid Service along with decisions by the Chief Officer Committee that;

- a) Future roles and resources would focus on delivery at management levels. Therefore we did not now need a Director role, as at Director level, the role of developing a Commercial Plan and arrangements was no longer now the priority as focus and delivery (the Direction) established.
- b) Effective and the right resources were needed to support actual delivery performance management and oversight of results delivered and especially the management of high risk investment programmes.
- c) The further support and development of Committee and Member role to ensure they were able to make decisions based on adequate

information, assessment of risk to support the delivery of the Council's ambitions and ensure safe value for money decisions.

4.0 Moving forward – 2017/18 Focus

4.1 2017-18 the focus will be about delivery of the projects agreed in Delivery Plans or by Committee otherwise.

4.2 Future Themes

4.2.1 The future themes are based on the key delivery priorities and business cases decided in the Council's Commercial Plan. The proposed themes have now been organised based on individual strategic responsibilities at an officer level and for assurance to Committee and Council on the resource allocation and roles to ensure delivery. Note:

4.2.2 As Head of Paid Service, the Chief Executive is responsible for accountability and appropriate revisions to roles for officers as the Council progresses on its journey that is influenced much by external factors such as changes in legislation, reduction or refocus of Government grants or what Government expect of local Government in the legislation if changes to prescribe how we can or cannot act and where we are given a statutory duty the need to ensure resources are devoted to those areas first.

4.2.3 Key themes, Strategic Manager Trading and Environmental Operations

a) Trading – to increase surplus as a contribution towards our net cost of services. For example, we may need to provide statutory waste services but we can reduce the costs by bringing in income from services such as Waste Services to businesses (Trade Waste) which also offers other benefits in helping our business to thrive and trade with other services of the Council.

Services such as;
Trade Waste
Surestaff – agency staff for seasonal work
Leisure Centres
Trinity Arts

All provide examples of where they can generate income and therefore reduce reliance on other areas being reduced to balance Council budgets when Government grants have been reduced substantially since 2010 due to austerity policies.

b) Community Commercial Projects – Community Commercial Investment Programmes Manager

These are projects (other than regeneration and growth projects, a separate theme) that require careful risk and programme management as well as focus on commercial return.

The key projects are:

- Leisure Centre Services Procurement and future provision at nil subsidy by Council
 - Community projects that have social as well as commercial benefits as the basis for the business case decision.
- c) Growth and Regeneration – Commercial & Economic Growth Director

These are Land and Property related growth projects that are predominately focussed on Gainsborough. The Local Plan sought to reduce uncontrolled impact on fringe villages and therefore to focus growth on Gainsborough and to ensure sustainability of the Districts main town.

Key programmes of work are, the Gainsborough Regeneration programme that includes:

- Housing Zone Sites (other than listed below)
- Urban extensions
- Town Centre Joint Venture
- Hotel Development
- Heritage and Public Realm
- The Gateway site

d) Commercial Investment Portfolio – Corporate Director of Resources

This is as per the Commercial Plan and Commercial Delivery Plan for 2016/17 and about increasing the Council's Commercial Land and Property portfolio in order to generate a return (revenue) that would address reductions in our overall revenue budget due to cuts in Government grants.

4.3 In line with a Commercial approach as is the case with businesses and reinforced by Commercial Member Steering group, it is proposed we are more focussed on tracking ability to delivery projects proposed by business cases and business development. Regular reviews at key stages must ask the question.

- Is the business case still valid?
- Is further expense in development justified against evidenced benefits and returns?
- Should we stop/continue/continue but with a change in original business case.

4.4 **Member Governance**

It is proposed that Committee review the role of the Commercial Member Steering Group, should this be rethought?.

As far as possible all business should be via Public Committees in the principle of Public Interest and transparency balanced with what maybe warranted to be exempt due to reasons of commercial or legal reasons.

Same options are Prosperous Communities Committee monitor;

- a) Trading Services progress and results
- b) Community Projects progress as the committee with the policy and budget responsibility for these areas.

Corporate Policy and Resources receives six monthly reports, and an annual review of all themes in addition to any specific project reports that may require decisions.

The **Commercial Member Steering Group** has provided constructive governance to steer quality reports and decisions. A view is needed from Committee on the role of any future member steering group and its current Terms of Reference are attached at Appendix 2, and can be built upon. One option is to focus on Land and Property – Growth and Regeneration Programmes. This will need consideration as to how governance can be effectively discharged by the Council member process of advice and steer outside of Committee processes as the purpose is to inform and aid effective Committee decisions.

Appendices

Appendix 1 – Commercial Delivery Plan

Appendix 2 – Commercial Steering Group Terms of Reference

Commercial Plan 2015 to 2020

Delivery Plan - 2016/17

Progress Update

ST1: Generating greater income from the council's services through charging, trading and investment (in order to reduce the net subsidy for each service)

Theme	Responsible Officer	Milestones	Due Date	12mth Update	RAG
ST1.1 Reviewing the trading and income potential of all services	Ady Selby	<ul style="list-style-type: none"> • 2016/17 Business plans to identify income generation opportunities • Systematic review of traded services in delivery • Business Planning review for savings/income 2017/18 • "Closer to the customer" review 	October 2016	2017/18 business planning underway and identifying further income generation activity	Green
				Business Plan in place for Surestaff and being developed for Trading Co	Amber
				Review of Commercial Waste complete-business plan for 2017/18 in draft	Amber
				Other services being evaluated in Exceeding Expectations forum	Green

Theme	Responsible Officer	Milestones	Due Date	12mth Update	RAG
<p>ST1.2 Delivering a prioritized program of business case development for commercial projects/initiatives</p>	<p>Ady Selby</p>	<ul style="list-style-type: none"> • Business cases developed and in delivery: CWS Corp Fraud Building Control CCTV Pest Control Room Hire HR • Business cases being scoped: Street Cleanse/Weed Killing/Property Clearance Commercial Property Investments Selective Licensing Business Planning 	<p>March 2017</p>	<p>Commercial Waste in delivery</p> <p>Corporate Fraud-Business Case complete</p> <p>Building Control-Business Case complete-Training Plan in delivery</p> <p>CCTV-Business Case complete, alternative delivery opportunities being evaluated</p> <p>Pest Control-Suspended</p> <p>Room Hire-Business Case complete-in delivery, requires marketing plan</p> <p>HR-Pilot underway</p> <p>Other business cases to be developed as part of 2017/18 business planning</p>	<p>Amber</p> <p>Amber</p>

Theme	Responsible Officer	Milestones	Due Date	12mth Update	RAG
<p>ST1.3 Developing a systematic approach to customer insight, market analysis and environmental scanning for business opportunities</p>	<p>Michelle Carrington</p>	<ul style="list-style-type: none"> • Experian Mosaic has been used as a customer segmentation for several initiatives • Establish effective corporate approach to capturing and analysing customer intelligence and management information as part of the “closer to the customer” programme 	<p>March 2017</p> <p>November 2016</p>	<p>This activity has been deferred due to the delay in commencing the “Closer to the Customer” programme.</p> <p>The decision was made to hold off renewing the Mosaic licence due to lack of analytic skills and capacity to undertake customer insight; and until a clearer understanding of what customer insight requirements and information is required; and how Mosaic can support that agenda.</p>	<p>Amber</p>

Theme	Responsible Officer	Milestones	Due Date	12mth Update	RAG
ST1.4 Establishing an 'Invest to Earn' fund to stimulate business development	Ady Selby	<ul style="list-style-type: none"> All services aware of 'invest to earn' funding Funding drawn down to support development of commercial project(s) 	March 2017	Invest to earn fund in place, services aware Funding drawn down to support Surestaff, Commercial Waste, etc.	Green
ST1.5 Establishing effective financial systems for trading services to help manage direct and indirect costs	Alan Robinson	<ul style="list-style-type: none"> Payment systems reviewed further to facilitate customers' payment preferences with variable/flexible invoicing 	June 2016	An enhanced invoicing facility has been procured and is currently at the implementation phase. The new system is due to go live in April 2017.	Amber

Theme	Responsible Officer	Milestones	Due Date	12mth Update	RAG
		Trading and income reviewed regularly for established Commercial Projects	Quarterly as a minimum		
ST1.6 Establishing appropriate charging policies (fees and charges) that balance the need for full-cost recovery with market sensitivity and legal constraints	Alan Robinson	<ul style="list-style-type: none"> • Fees and Charges reviewed • Pricing/Trading approach reviewed. 	December 2016	This has been incorporated into the fees and charges process for the 2017/2018 year.	Complete

Theme	Responsible Officer	Milestones	Due Date	12mth Update	RAG
<p>ST1.7 Developing alternative service delivery models as appropriate</p>	<p>Michelle Carrington</p>	<ul style="list-style-type: none"> Options for service delivery models considered as part of individual commercial project business cases 	<p>March 2017</p>	<p>This has been included for services within the Customer Cluster; such as Building Control. Further review will be undertaken during the service reviews under the Closer to the Customer programme.</p>	<p>Green</p>

ST2: Securing greater external funding for the council and the district

Theme	Responsible Officer	Milestones	Due Date	12mth Update	RAG
<p>ST2.1. Developing a pipeline of strategic projects that can secure external funding</p>	<p>Eve Fawcett-Moralee</p>	<p>Implement capital programme:</p> <ul style="list-style-type: none"> • Gainsborough Housing Zone, Hemswell Cliff Food Enterprise Zone and Gainsborough Growth Infrastructure. • One Public Estate Feasibility • Joint venture to improve Caistor • GP/health facilities. 	<p>March 2017</p>	<p>£4m SLGF3 to be announced Feb17 – unlocking housing Business cases and funding bids being developed to HCA Builders finance fund for Albion works and RGW.</p> <p>£1.6m SLF3 now looking at delivery options and agri-food strategy</p> <p>£10k feasibility funding achieved work underway. £100k bid for public sector hub Gainsborough decision awaited</p> <p>Little movement from the NHS property services. Now being reviewed as part of OPE</p> <p>EFM working with a GP training practice to set up new premises on JC/commercial basis</p>	<p>Green</p>

<p>ST2.2 Establishing an approach for encouraging and approving external funding bids</p>	<p>Ian Knowles</p>	<ul style="list-style-type: none"> Establish staff resources for coordinating and developing external funding bids 	<p>June 2017</p>	<p>Bids are developed as opportunities arise. Coordinated through Grant White supported by Finance where needed.</p>	<p>Green</p>
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Theme	Responsible Officer	Milestones	Due Date	12mth Update	RAG
		<ul style="list-style-type: none"> Amount of external funding reported through P&D as KPI 		YTD figure to be added	
<p>ST2.3 Developing and influencing networks to maximise opportunities and success in securing external funding.</p>	Eve Fawcett-Moralee	<ul style="list-style-type: none"> Regular stakeholder meetings held. Further develop networks to maximise horizon-scanning and potential opportunities 	<p>Monthly</p> <p>Right cont'd: add HIG and SIDP prioritization of Gainsborough traffic study/capacity 6th in Greater Lincs. Acknowledge fall out from DEVO on housing pipeline work ST engaged in?</p>	<p>Input into GLLEP board meetings via comments to District Rep plus regular catch ups with Director. Met with GLLEP Chair December 16. Quarterly meetings Lead County Cllr Colin Davy. Regular working with Team Lincs – Inward investment. Attendance at MIPIM UK and projects at MIPIM. Dialogue with HCA – local reps bi monthly and regional director. Established relationship with new fund leaders re: Infrastructure and builders finance. Place board. Continuous market engager</p>	Green

<p>ST2.4 Maximising the leverage from the council's external funding activities</p>	<p>Mark Sturgess</p>	<ul style="list-style-type: none"> Regularly monitor and report value of additional resources leveraged through council grant/loan funding 	<p>Quarterly</p>	<p>Not started. Needs to be properly incorporated in the Progress and Delivery process. Annual position for 2016/17 is Grants awarded: 127 Amount awarded: £124,668.16 Amount levered/matched: £1,012,210.14</p>	<p>Red</p>
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ST3: Increasing capital and revenue returns to the council through delivering housing and economic growth.

Theme	Responsible Officer	Milestones	Due Date	12mth Update	RAG
<p>ST3.1 Developing and delivering a land and property programme (capital development programme) to add value and diversify the Council's property portfolio.</p>	<p>Karen Whitfield – only for Crem should be EFM going forward</p>	<ul style="list-style-type: none"> Land and Property Management Plan implemented – being reviewed by EFM and new structure on and A <p>Add OPE here</p>		<p>Could say Development partnership addressing – looking JV approach to development/growing our own assets</p> <p>Project to develop crematorium underway. Suitable land is being identified and project team assembled. Project support agreed by Daventry DC and support/joint working possibilities with Doncaster BC.</p>	<p>Red Note PS/ST didn't progress beyond the Crem</p>

<p>ST3.2 Strengthening the council's approach to estate management (including facilities management) to maximise surplus and return on investment.</p>	<p>Eve Fawcett-Moralee</p>	<ul style="list-style-type: none"> • Internal Audit review of asset management completed and reported to Committee • Planned maintenance programme established 	<p>July 2016</p> <p>January/ February 2016</p>	<p>Delayed by P and A restructure</p> <p>Underway</p>	<p>Red</p> <p>Amber</p>
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Theme	Responsible Officer	Milestones	Due Date	12mth Update	RAG
	Ian Knowles	<ul style="list-style-type: none"> • Recruit resources (as appropriate and subject to approval) to support land and property management • Commission and procure the development and management of a commercial investment portfolio (subject to member approval) NOTE IK PROJECT SPONSOR/EFM SUPPORT 	<p>July 2016</p> <p>December 2016</p>	<p>As above</p> <p>Revised strategy to be taken to April committee</p>	<p>Red</p> <p>Amber</p>
<p>ST3.3 Establishing a housing company to develop, own and manage new homes and return empty properties to use</p>	Eve Fawcett-Moralee	<ul style="list-style-type: none"> • Housing Company business case considered by Committee • Establish Housing Company 	<p>May 2016</p> <p>July 2016</p>	Business case not proven; pursuing via development partnership project	If can change to development partnership this can be green – as far as I am aware this was never approved??

Theme	Responsible Officer	Milestones	Due Date	12mth Update	RAG
ST3.4 Stimulating business growth and investment by implementing the district's Economic Development Delivery Plan	Eve Fawcett-Moralee	<ul style="list-style-type: none"> Implement Capital Programme 	March 2017	Skills partnership established. Setting new Employers group aligned to industrial strategy. Highly successfully see benefits realized	Green
		<ul style="list-style-type: none"> Develop and implement targeted marketing strategy 	October 2016		Green
		<ul style="list-style-type: none"> Adopt Local Development Orders for Food Enterprise Zone and additional Housing Zone site 	March 2017	To PC committee 31.1.17 adopt for consultation	Green
		<ul style="list-style-type: none"> Implement Gainsborough Growth Delivery Plan 	March 2017	New JVco Market St. renewal enacted 20.2.17 £250k private sector investment Plus development partnership	Green

ST4: Enhancing the council's commercial culture and capability

Theme	Responsible Officer	Milestones	Due Date	12mth Update	RAG
<p>ST4.1 Developing a communications and engagement plan to involve all staff and members in the council's commercial approach</p>	<p>Ady Selby</p>	<ul style="list-style-type: none"> Implement programme of regular Commercial sessions. 	<p>March 2017</p>	<p>Aspire sessions organized and in delivery, staff aware and engaged in commercial aspirations</p>	<p>Green</p>
		<ul style="list-style-type: none"> Commercial updates included in Corporate Updates 	<p>March 2017</p>	<p>Commercial updates included in next round of Corporate update.</p>	<p>Amber</p>
		<ul style="list-style-type: none"> Review Commercial Member Steering Group and membership 	<p>May 2016</p>	<p>Membership was reviewed and Cllr Kinch was added at Annual Council</p>	<p>Complete</p>

Theme	Responsible Officer	Milestones	Due Date	12mth Update	RAG
		<p>Commercial Plan progress update considered by Corporate Policy and Resources Committee</p> <ul style="list-style-type: none"> Commercial Plan annual review in line with MTFP and updated delivery plan considered by Full Council 	<p>March 2017</p> <p>March 2017</p>	<p>Due to April Committee</p> <p>Actions Summarised in the MTFP</p>	<p>Amber</p> <p>Green</p>

ST4.2 Establishing a development programme for staff and elected members as part of the people strategy that underpins the council's commercial ambitions	Alan Robinson	<ul style="list-style-type: none"> Finance Matters 2 training rolled-out 	June 2016	Finance Matters II has commenced and includes specifics on Commercial management as well the general financial literacy which is essential for commercial activity	Amber
		<ul style="list-style-type: none"> Review of member development programme to support commercial ambitions 	April 2016	Member Development plan is in place	Complete
		<ul style="list-style-type: none"> Commercial competencies as part of annual staff appraisals 	June 2016	Appraisal include commercial competencies under the Creative and Business Smart theme	Complete

Theme	Responsible Officer	Milestones	Due Date	12mth Update	RAG
ST4.3 Strengthening corporate systems and processes to support the council's commercial activities.	Ian Knowles	<ul style="list-style-type: none"> Review approach to project/programme management 	June 2016	A review has been undertaken regarding how we approach programme management and a change to the Board structure has introduced a RACI approach. We are currently working with sponsors and project leads to ensure good programme/project management continues.	Amber
		<ul style="list-style-type: none"> Business planning process to encompass commercial/income generation proposals 	October 2016	Business Planning for 2017/18 included a specific requirement for commercial options to be considered alongside efficiencies	Green

Theme	Responsible Officer	Milestones	Due Date	12mth Update	RAG
		<ul style="list-style-type: none"> Implement systems improvements to financial processes as required 	March 2017		
<p>ST4.4 Ensuring that the council's commercial activities are resourced appropriately.</p>	Ady Selby	<ul style="list-style-type: none"> Recruit resources required to support commercial activities and delivery All commercial business cases to consider staffing implications of project development and implementation 	<p>June 2016</p> <p>March 2017</p>	<p>Exceeding Expectations group in place, Aspire delivering. Support in place for business cases and Invest to Earn for delivery</p> <p>Business cases consider staffing implications. EB and EE groups provide some challenge</p>	<p>Amber</p> <p>Amber</p>

COMMERCIAL MEMBER STEERING GROUP TERMS OF REFERENCE

1 Context

West Lindsey District Council has agreed a Corporate Plan that with other priorities promotes the entrepreneurial approach whilst delivering robust governance and decision-making. This document sets out the Terms of Reference for the Commercial Member Steering Group which will exercise its role within the policy and governance framework set by West Lindsey District Council in order to support delivery of the Commercial Plan and its contribution to the Corporate Plan.

2 Purpose/Objectives of the Commercial Member Steering Group

The purpose of the Commercial Member Steering Group is to provide strategic advice, guidance and support to officers in the development, implementation and delivery of the Council's commercial plan and associated work programme.

The Commercial Member Steering Group will review progress on implementing the Commercial plan in line with the four strategic themes:

- Developing the trading potential of Council Services
- Optimising the use of external funding
- Optimising the capital and revenue returns generated from land and property assets
- Developing a more commercial culture

3 Operating Principles

The Commercial Member Steering Group will adopt the following principles:

1. The Steering Group will work together collaboratively to oversee and guide the Council's commercial approach;
2. The Steering Group will respect the Commercial Confidentiality of discussions.
3. All Members of the Steering Group will adhere to the Code of Conduct and Constitution.
4. The Steering Group will follow the Council's agreed policies for procurement, land and property acquisition and disposal, and programme and project management.
5. The Steering Group has been established by Council with joint membership from Corporate Policy & Resources Committee and Prosperous Communities Committee.

4 Meeting Frequency

The Steering Group will meet as often as is required to administer its functions in an effective, efficient and economical manner. However, it is anticipated that the Steering Group will meet quarterly. Papers to be considered by the Board will be available for circulation 24 hours prior to the meeting, or due to the commercial sensitivity tabled on the day of the Steering Group, unless with prior agreement from the Chair of the Steering Group.

5 Governance

The Commercial Member Steering Group is not a decision-making body. Decisions relating to the commercial plan and associated activities will be made by Corporate Policy and Resources Committee and Prosperous Communities Committee as appropriate.

6 Commercial Member Steering Group Membership

The Commercial Member Steering Group comprises 2 representatives nominated from Corporate Policy & resources Committee, 2 representatives from Prosperous Communities Committee and any additional Members member of Challenge and Improve (Cllr Kinch as agreed at Council) Nominations are made annually at Annual Council.

Where possible, the Steering Group should include cross-party representation.

The Commercial Member Steering Group will nominate a Chair for the year. This position will be reviewed annually.

For a meeting to convene a quorate of a minimum of one member from P&R committee and one member of PC Committee are in attendance or represented.

The Commercial Member Steering Group will be advised and supported by the Commercial Director, Director of Resources, Chief Executive and Monitoring Officer. Other officers may attend meetings as appropriate.

7 Review

The operation and success of the CMSG will be the subject of an annual Review, to be conducted by the CMSG and considered at the first meeting in each financial year. The outcome of each review will be reported to Annual Council for consideration.

