

**Highland Council
Corporate Resources Committee**

Minutes of Meeting of the **Commercial Board** held in Committee Room 3, Council Headquarters, Inverness on Wednesday 14 March 2018 at 3.00 pm.

Present

Mr Gordon Adam

Mr George Cruickshank

Mr Jimmy Gray

Mr Derek Louden

Mrs Angela MacLean

Mr Peter Siggers

Officials in attendance

Mr W Gilfillan, Director of Community Services

Mr E Foster, Head of Corporate Finance and Commercialism, Corporate Resources Service

Mr M Bailey, Principal Project Manager, Commercial & Efficiency Team

Mr M Kelly, Corporate Improvement Project Manager, Corporate Services

Mrs L Dunn, Principal Administrator, Chief Executive's Office

An asterisk in the margin denotes a recommendation to the Corporate Resources Committee. All decisions with no marking in the margin are delegated to the Board.

BUSINESS

1. Apologies for Absence

Apologies for absence were intimated on behalf of Mr L Fraser, Mrs D Mackay, Mr A Rhind and Ms M Smith.

2. Declarations of Interest

There were no declarations of interest.

3. Minutes of Last Meeting

There was circulated the Minutes of the last meeting held on 16 February 2018, the terms of which were **APPROVED**.

4. Exclusion of the Public

The Board **RESOLVED** that under Section 50A(4) of the Local Government (Scotland) Act 1973 the public be excluded from the meeting on the grounds that the matter for discussion would involve the likely disclosure of exempt information as defined Part I of Schedule 7A of the Act.

5. Strategic Vision

There had been circulated Report dated 6 March 2018 by the Depute Chief Executive and Director of Corporate Services which presented a series of position statements regarding the Council's commercial vision and strategy that was to be drafted. In seeking feedback on the questions posed on the position statements, the following points were raised:-

- Question 1: Vision Statement:
 - After the words '*Income generation*', the words '*at scale*' be inserted;
 - The word '*business*' be removed;
- Question 2:
 - An overarching strategy should be developed derived from the vision statement which aligned with the Council's budget strategy and comprised of objectives over two target periods, namely 2020 and 2022;
- Question 3:
 - partners would vary depending on initiatives and the need to engage and work collectively with community groups to generate income was highlighted;
 - assurance was sought that there was capacity and capability to deliver the Objectives;
 - there was a need for cognisance of the regional impacts of the objectives and to consider solutions to these;
 - there should be greater reference throughout the Objectives to Members, i.e. Members and staff;
 - opportunities for peer learning from commercial initiatives should be capitalised upon;
 - there was a need to align the Council's commercial and procurement processes;
 - a fifth Objective should be added in regard to Fees and Charges;
- Question 4:
 - Rather than a standard percentage target, income targets should be specific to each initiative;
 - Options on what would happen with the income that was derived from commercial opportunities, e.g. should it be collected centrally or retained within the service that it was raised, should be presented to a future meeting for further consideration;
 - The Staff Survey should be extended to include and measure staff engagement in regard to commercialism;
- Question 5:
 - '*Alignment with Council work programme, 2017-22*' should be removed as this would be accounted for under '*Gauging the risk profile*';
 - A form of words needed to be developed which provided assurance that there would be cognisance of political sensitivities whilst not remaining risk averse;
 - Business cases must indicate project start-up costs (revenue and/or capital) and the associated payback period;

- Question 6:
 - Business cases were essential and should remain valid throughout the lifetime of the related activity;
 - Monitoring/progress reports should be presented to Corporate Resources Committee on a six monthly basis;
- Question 7:
 - a diagram should be created to provide an overview of the scalability rules and could be used as a tool to ensure consistent scrutiny measures were in place.

Following in depth discussion, the Board **AGREED** that the vision and strategy document be drafted, which incorporated the aforementioned additions, for consideration at the next meeting on 19 April 2018.

6. Commercial Opportunities

The Principal Project Manager of the Commercial & Efficiency Team provided an update on the progress of the work that had been undertaken in respect of each project contained within the current portfolio of Commercial opportunities with the exception of project CI1.

The Commercial Board **NOTED** the update.

7. Fees and Charges

There had been circulated Report dated 6 March 2018 by the Director of Community Services which presented the Fees and Charges Corporate Policy.

During discussion it was stressed that in order ensure transparency of the charging process, costs needed to be fully understood; the associated fees and charges needed to be proportionate; and the social impact of the fees and charges had to be considered.

At this point, Mr J Gray left the meeting (5.20 pm).

Following discussion, the Board **AGREED** to recommend that the Fees and Charges Corporate Policy be submitted to the Corporate Resources Committee for approval.

The meeting was closed at 5.30 pm.