

Committee: Investment Board

Date:

Title: Commercial Strategy 2023 - 2028

Thursday, 19
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**Report
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Summary

1. This is the second draft of the Commercial Strategy 2023 – 2028 for consideration by the Board. It follows discussion at the last Board meeting and comments received by Board members after that meeting.

Recommendations

2. The Board recommends the submission of the Strategy to Cabinet as part of the 2023/24 budget setting process, subject to any agreed changes at the meeting.

Financial Implications

3. None directly relating to the strategy.

Background Papers

4. The following papers were referred to by the author in the preparation of this report and are available for inspection from the author of the report.

None

Situation

5. At the Board meeting held on the 22 December 2022 it was agreed that a track change version showing changes from the 2022 – 2027 Commercial Strategy would be circulated after the meeting. Members would then have an opportunity to review and comment ahead of the next meeting.
6. Appendix One is the track changed document that was circulated after the last meeting.
7. Comments were received from four Board members and their comments along with Officer replies and amendments are shown on the following page.

Comment by	Comment	Officer response (as necessary)
Richard White (Independent Member)	I think it was good in the first place	
Cllr Pavitt	<p>On page 13 you indicate colour coding (red/black) of the table under 29 but the table does not contain this colouring, everything being red. Perhaps that is a function of track changes.</p> <p>On page 14, in the valuation table, it would aid clarity to add the word 'valuation' to the title of the righthand column.</p>	<p>An effect of tracked changes</p> <p>Agreed and amended</p>
Cllr Sell	<p>I attach a link to South Somersets commercial strategy. They are Lib Dem controlled. Think it is more reader friendly</p> <p>https://www.southsomerset.gov.uk/your-council/commercial-investments/</p>	<p>The South Somerset strategy is a wider commercialisation strategy for the council, although it does concentrate on acquired assets. To fully understand the Council's assets you need to visit the website, the strategy does not provide that detail.</p> <p>Government dictates the sections that must be included in the strategy.</p> <p>The UDC policy is a single point of information about its commercial investments and ongoing strategy</p>
Cllr Khan	<p>We need to say something about the national economy and how our revised strategy is fit for purpose to meet the challenges ahead</p> <p>Do we need a short explanation of how the strategy has been revised in order to determine a new vision? Can we also say state something about ethical investments and provide a link to the</p>	<p>New paragraphs 4 and 5</p> <p>Amended Vision paragraph</p>

	<p>policy?</p> <p>Lots of conflicting statements. In your presentation to Cllrs about the deficit you stated that you cannot guarantee quality or level. Should you therefore not state... to help maintain and where possible improve the quality of services? I would break this down into 2 parts. Vision – To generate income for the council Outcome – To help maintain and where possible improve the quality of services for Uttlesford residents.</p> <p>We need a section to help clarify what success looks like and how we will measure it.</p> <p>8(f) By whom, how will this be reported</p> <p>10 How have we evaluated success so far. Can we provide an example of what we have achieved.</p> <p>29 Clarification on yield figure after costs would also be helpful?</p> <p>47 The current economic climate and forecast of recession. Is this stated?</p> <p>47 Interest rate fluctuations and stress testing given the current market?</p>	<p>The presentation to Cllrs did not talk about 'improving quality'. The vision sets out what is achievable</p> <p>New paragraph 44 added</p> <p>10(f) amended and added 'by the Investment Board'</p> <p>New paragraph 44</p> <p>This will be reported in the quarterly updates as it fluctuates depending on the amount of borrowing required. It is not a suitable figure for including in a Strategy</p> <p>This is the risks section, and whilst there isn't a specific risk worded like this, the risks are broken down into tenant default, cost of borrowing and void periods where tenants leave</p> <p>There is a cost of borrowing risk</p>
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	Capacity, Skills and Culture Section - There is no mention of training and development for members	New paragraph 56
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8. Appendix Two is a track change version of the suggested amendments following member feedback and some other changes to align with the budget and to correct grammatical and spelling errors.
9. Appendix Three is the 'clean' version incorporating all changes and is the one recommended for submission to Cabinet.