

## **SLOUGH BOROUGH COUNCIL**

**REPORT TO:** Cabinet      **DATE:** 16 September 2019

**CONTACT OFFICERS:** Neil Wilcox: Director of Finance & Resources  
Stephen Gibson: Director of Regeneration

**(For all enquiries)** (01753) 875835

**WARD(S):** All

**PORTFOLIO:** Leader of Council and Cabinet Member for Regeneration and Strategy - Cllr Swindlehurst; and Deputy Leader and Cabinet Member for Governance and Customer Services – Cllr Hussain

### **PART I** **NON-KEY DECISION**

#### **COMMERCIAL SUB-COMMITTEE TERMS OF REFERENCE**

##### **1. Purpose of Report**

- 1.1 Cabinet agreed, in June 2019, to form a new Commercial Committee to maximise existing and future commercial and business development opportunities within the Council.
- 1.2 This report requests Cabinet agrees the Terms of Reference for the new Commercial Committee.

##### **2. Recommendation(s)/Proposed Action**

The Cabinet is requested to resolve that the proposed Terms of Reference for the Commercial Committee attached as Appendix A be agreed.

##### **3. The Slough Joint Wellbeing Strategy, the JSNA and the Five Year Plan**

The acquisition of property assets and commercial activities of functions such as SUR, the SAB and Housing Companies make a direct contribution to regeneration. The agreed streamline procedures have created the conditions to make a material contribution to the economic wellbeing of the Borough.

##### **3a. Slough Joint Wellbeing Strategy Priorities**

The activities reviewed by the Commercial Committee will be reviewed in line with the Slough Joint Wellbeing Strategy priorities.

##### **3b. Five Year Plan Outcomes**

The introduction of the Commercial Committee will deliver the following Five-Year Plan outcomes:

- **OUTCOME 3:** In addition to introducing high quality homes, we will introduce high quality public realm and open space inside and outside the town centre that will contribute to Slough being the premier location in the south east for businesses of all sizes to locate, start, grow, and stay.
- **OUTCOME 4:** Incorporating new residential properties will contribute to realising the objective of increasing the supply of good quality housing and compliment the Housing Strategy.
- **OUTCOME 5:** Working in a more co-ordinated way will allow SBC to take advantage of commercial opportunities that will arise and/or create the conditions to attract and retain additional world class businesses to Slough.

#### **4 Other Implications**

##### a) Financial

No financial implications arise from the recommendations in this report.

##### Risk Management

| <b>Risk</b>                                                                                                                                                                                    | <b>Mitigating action</b>                                                                                                                                                                   | <b>Opportunities</b>                                                                                                                          |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Legal</b> – competing priorities could create delays.                                                                                                                                       | Where necessary, appoint external solicitors to undertake due diligence and provide comprehensive reports on title, deeds, leases etc, as required.                                        |                                                                                                                                               |
| <b>Human Rights</b>                                                                                                                                                                            | No risks identified                                                                                                                                                                        |                                                                                                                                               |
| <b>Health and Safety</b>                                                                                                                                                                       | No risks identified                                                                                                                                                                        |                                                                                                                                               |
| <b>Employment Issues</b>                                                                                                                                                                       | No risks identified                                                                                                                                                                        |                                                                                                                                               |
| <b>Equalities Issues</b>                                                                                                                                                                       | No risks identified                                                                                                                                                                        |                                                                                                                                               |
| <b>Community Support</b> – Local residents may not support the strategy – which places greater emphasis on income generation                                                                   | If required, introduce a Communications Strategy.                                                                                                                                          |                                                                                                                                               |
| <b>Communications</b>                                                                                                                                                                          | See above                                                                                                                                                                                  |                                                                                                                                               |
| <b>Community Safely</b>                                                                                                                                                                        | No risks identified                                                                                                                                                                        |                                                                                                                                               |
| <b>Finance</b> - Abortive costs including legal and survey fees, staff costs, initial feasibility costs                                                                                        | Whilst efforts will be made to reduce abortive costs associated with commercial activity, it is inevitable that the Council will on occasions incur costs on projects that do not proceed. | The Commercial Committee will only agree proposals with sound business cases that take account of risk and return and follow agreed processes |
| <b>Timetable for Delivery</b> – The existing approach is Strategic Acquisitions is working well – introducing the new Committee could slow down the process and undermine the role of the SAB. | It is proposed that the adopted/streamlined processes and procedures for the SAB are not changed.                                                                                          |                                                                                                                                               |
| <b>Capacity</b> - the Council does not have the expertise to introduce and deliver the Commercial strategy                                                                                     | The Council already has a significant degree of in-house expertise to deliver commercial functions.                                                                                        |                                                                                                                                               |

|                                      |                                                                                                                             |  |
|--------------------------------------|-----------------------------------------------------------------------------------------------------------------------------|--|
| <b>Governance</b> – Poor performance | Adhere to agreed procedures relating to Strategic Acquisitions, which set out objectives, criteria and delegated authority. |  |
| <b>Performance</b>                   | No risks identified                                                                                                         |  |

b) Human Rights Act and Other Legal Implications

No implications associated with this report.

c) Equalities Impact Assessment

There are no equalities issues associated with this report.

**5. Supporting Information**

**Background**

- 5.1 At its meeting, in June 2019, Cabinet agreed to the establishment of a new Commercial Committee to implement a Commercial Strategy across the Council and guide the Council's commercial activity.
- 5.2 This report seeks formal agreement of the Terms of Reference for the Commercial Committee, attached as Appendix A.
- 5.3 The first meeting of the Commercial Committee will take place, before the Lead Members' and Directors' Meeting in 1 October 2019.

**6 Comments of Other Committee**

- 6.1 This report has not been considered by any other committee.

**7. Conclusion**

- 7.1 The new Commercial Committee will provide a new vehicle and an enhanced layer of governance from elected members to ensure that the various strands of existing and new commercial activity are considered in co-ordinated manner. Cabinet are requested to agree the Terms of Reference.

**8. Appendices**

- 8.1 Appendix A – Proposed Terms of Reference for Commercial Committee

**9. Background Papers**