

# Public Document Pack



## COMMERCIALISATION SCRUTINY PANEL

This meeting will be recorded and the sound recording subsequently made available via the Council's website: [charnwood.gov.uk/pages/committees](http://charnwood.gov.uk/pages/committees)

Please also note that under the Openness of Local Government Bodies Regulations 2014 that other people may film, record, tweet or blog from this meeting. The use of any images or sound recordings is not under the Council's control.

To: Councillors Baines (Chair), Boldrin, Bolton, Charles, Hamilton and Ranson (For attention)

All other members of the Council  
(For information)

You are requested to attend the meeting of the Commercialisation Scrutiny Panel to be held in Committee Room 1, at the Council Offices, Southfields, Loughborough on Thursday, 5th March 2020 at 6.00 pm for the following business.

Chief Executive

Southfields  
Loughborough

26th February 2020

## AGENDA

1. APOLOGIES
2. DISCLOSURES OF PECUNIARY AND PERSONAL INTERESTS
3. NOTES OF THE PREVIOUS MEETING 3 - 11

To agree the action notes of the meeting of the Panel held on 21st January 2020 and the updated Scope Document.

4. DRAFT PANEL REPORT AND RECOMMENDATIONS

12 - 18

To consider the draft report of the Panel and to propose recommendations to the Scrutiny Commission.

The draft report does not include the appendices referred to in it. These will be added once the report is finalised.

5. ACTIONS / TIMETABLE FOR REVIEW

To confirm actions from the meeting.

Further meetings will be scheduled if the Panel deem that they are necessary.

Panel membership: Councillors Baines (Chair), Boldrin, Bolton, Charles, Hamilton, and Ranson

# Agenda Item 3

## COMMERCIALISATION SCRUTINY PANEL 21ST JANUARY 2020

PRESENT: The Chair (Councillor Baines)

Councillors Boldrin, Bolton, Charles, Hamilton and Ranson

Associate Director of Grant Thornton UK  
Executive Manager of Finance and Corporate Services - RBC  
Head of Legal and Commercial Services - NWL DC  
Environmental Health Team Manager NWL DC

Strategic Director of Corporate Services (items 7 & 8)  
Democratic Services Officer (NC)

APOLOGIES: none

The Chair stated that the meeting would be recorded and the sound recording subsequently made available via the Council's website. He also advised that, under the Openness of Local Government Bodies Regulations 2014, other people may film, record, tweet or blog from this meeting, and the use of any such images or sound recordings was not under the Council's control.

### 9. DISCLOSURES OF PECUNIARY AND PERSONAL INTERESTS

No disclosures were made.

### 10. NOTES OF THE PREVIOUS MEETING

The notes of the previous meeting held on 28th November 2019 were confirmed as a true record.

The updated Scope Document was noted.

### 11. PRESENTATION BY GRANT THORNTON UK

Considered a presentation by the Associate Director of Grant Thornton UK. She explained that the information and case studies related to their company's research across the country, exploring what local authorities were doing by way of commercialisation and trading companies. She had considered the latest trends across the sector to provide inspiration and possible warning signs to consider when starting in commercialisation.

Summary of discussion:

- outsourced contracts arranged by local authorities during austerity in 2010 were not necessarily still efficient or fit for purpose. Local authorities could be more profitable by bringing services in-house if it also had the expertise and

- knowledge to manage the investment programme and maintain service delivery.
- if properties were purchased outside of the local authority's boundary it could be more challenging to re-purpose if it was running at a loss. If purchased within its boundaries, assets could also meet other strategic objectives of the Council.
  - depending on the type of company that was set up, it could take up to two years before benefits were accrued by a council. A mixed model including direct investment programmes and reviewing other council services for investment opportunities could make up the shortfall in the short term whilst also creating a trader company, if that was direction a council wished to go.
  - the size of local authority did not necessarily impact the success of a commercialisation venture or influence the type of model used. In Grant Thornton's experience, companies that it had helped create for smaller authorities tended to be more innovative in terms of improved service delivery and direct investment development.
  - Local authorities tended to be more risk averse and less agile than the private sector. Being less agile was more likely to impact the success of the commercialisation programmes. This was particularly highlighted by case study no. 3.
  - areas that local authorities tended to invest in were commercial development, social and private rental housing / building (particularly in London boroughs), warehouses, industrial and office space, hotels, shop centres. Combined authorities tended to invest in infrastructure.

## 12. PRESNTATION BY RUSHCLIFFE BOROUGH COUNCIL

Considered a presentation by the Executive Manager of Finance and Corporate Services from Rushcliffe Borough Council (RBC). He explained that the Council had been investing for over five years and could demonstrate the benefits and risks it had faced and provide advice from its experience. The key to investment was managing the risk and being proportionate to the size of the council.

Summary of discussion:

- RBC had invested in a number of properties within the local authority boundary but had also invested just outside its boundary for purely financial objectives. The assets outside the Borough had been chosen carefully to be within commuting distance and where the local market was well understood.
- changing the mindset of councillors and staff was key. Officers had attended courses to upskill and member development groups had been initiated with councillors. Members own private sector experiences could be utilised.
- its company, Streetwise Environmental Ltd, sold its service to other businesses. The main concern for members had been to ensure the service to the residents of the Borough was maintained.
- although Bingham Leisure Hub was not anticipated to provide significant returns, the benefit provided by the service to the local community was considered by the Council to be of priority.
- the structure to enable its commercialisation strategy to function had been agreed at Full Council, but a degree of trust was required in the decision

makers for individual asset purchases. A small team of six comprising three councillors and three senior officers approved the budget. Scrutiny occurred after the investment into its performance.

#### 13. PRESNTATION BY NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

Considered a presentation by the Head of Legal and Commercial Services and the Environmental Health Team Manager from North West Leicestershire District Council. She explained that the Council's investment strategy had been adopted in 2018 and that it was at the beginning of its commercialisation journey, focussing on developing the right culture in the council before starting any commercial activity.

Summary of discussion:

- a more commercial outlook was being established by encouraging staff to take a collective responsibility for finances and reviewing how the organisation ran its business. It involved being more business-like in the day to day job, improving in-house commercial skills of staff through training and embedding commercial activity into team planning and the performance reporting process.
- the 'Think Tank' had been created to support development of the new mindset and to vet new ideas. A tool kit was utilised to assess potential opportunities, and it was important to understand that to fail quickly and efficiently was OK.
- work had been completed by Services to understand their business and to review fees and charges. Some costs were found to be accurate, and some were not, which resulted in opportunities for savings.

*Councillor Ranson left the meeting at 7.25pm.*

- The Council used a continuum of decision making to simplify assessing the decision and the risk and agility required. Some opportunities could be developed immediately whilst others required more project management.
- themed corporate branding was being implemented to emphasise the one council approach.

#### 14. QUESTION SESSION WITH LEADER OF THE COUNCIL

The Leader of the Council attended and in response to questions submitted by the Panel prior to the meeting, he stated that:

- the majority of the Council's assets had been extensively analysed, but the Council's garages were currently under active review. Some of the re-investment reserve agreed by Cabinet in October had been used to employ a property skills consultant to investigate the Council's assets, its housing, and to provide commercial property advice, assisting the Council to understand the practicalities of purchasing and quick decision making.
- the Chief Executive had initiated the Council's transformation programme which would include service reviews, assessing silo working and implementing strategies to encourage the organisation to work together as one council. As part of this process, mapping exercises could be completed to show how processes link to the Council's strategic objectives.

- commercialisation was a way of thinking; how the Council operated internally, how councillors performed their roles, how the Council interacted with residents. Investments in commercial property had been identified as the most promising source of income to cover the shortfall left by the withdrawal of central government funding. Fees and charges would also be reviewed but charges would need to be appropriate and not compete significantly with private sector business.
- office or industrial property types with sitting tenants would be preferred as it was a proven method of generating income streams, but the Council was also considering solar farms, working with partners such as Loughborough University. Purchasing of businesses was perceived as riskier as the Council could lose their investment.

15. UPDATE ON COUNCIL'S COMMERCIALISATION STRATEGY

Considered a report of the Strategic Director of Corporate Services who stated that a report would be submitted to Cabinet in March to provide further detail regarding the commercialisation strategy and outline the process being followed.

Summary of discussion:

- the detail of why the Council had chosen to focus on commercial property and its criteria for assessing commercial opportunities as listed in the report were welcomed.
- a property skills consultant had been employed by the Council to look into commercialisation options such as the Limehurst depot and solar farms. External property expertise was also being sought. The need for increased resources (staff) would be monitored as the commercialisation project was progressing.
- the approach chosen by Rushcliffe Borough Council with respect to assessing property assets before purchase was useful and could be utilised by the Borough Council.

16. STAFF CONSULTATION - OFFICER FEEDBACK

Considered a report of Democratic Services regarding officer feedback to suggestions by the Council's Staff Forum. It was noted that part of the new property skills consultant's role would be to consider ideas such as those detailed in this report.

Summary of Discussion:

- The creation of a Housing Development Company had been agreed, but there were some issues with obtaining land.
- the database of assets was extensive and an asset review was being accelerated. Garage sites were being considered but as they were part of the HRA budget, which was relatively healthy, the priority to evaluate their status was lower.

The Panel considered different methods to encourage ideas from residents and staff and how to evaluate and feedback in an efficient way on these ideas once obtained. It

also suggested utilising the diversity of experiences of councillors to generate ideas to benefit the Council in its commercialisation strategy.

17. EXEMPT INFORMATION

**RESOLVED** that members of the public be excluded from the meeting during the consideration of the following item on the grounds that it would involve the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972 and it is considered that the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

*The Democratic Services Officer stopped the sound recording of the meeting.*

18. COMMERCIALISATION STRATEGY AT NOTTINGHAM CITY COUNCIL

Considered exempt report of Councillor Baines.

Information noted.

19. ACTIONS / TIMETABLE FOR REVIEW

*The Democratic Services Officer switched the recording on, and the meeting continued in public session.*

It was agreed that information be considered at final meeting as follows:

Thursday 5th March 2020

- To consider the Panel's final report including recommendations for submission to the Scrutiny Commission.

Actions agreed:

1. that Panel members consider providing 4-6 draft recommendations to be then reduced to a smaller number of key recommendations for submission to the Scrutiny Commission;
2. that the Panel share ideas for recommendations to be submitted to the Scrutiny Commission by using an email contact group consisting of panel members;
3. that the Democratic Services Officer consult the relevant Head of Service regarding a review of garage sites and circulate the information if available, to the Panel;
4. that the presentation from Rushcliffe Borough Council including the Commercial Property Investment assessment matrix be circulated to the Strategic Director of Corporate Services for his consideration of use in Charnwood Borough Council;

5. that North West Leicestershire District Council be asked if its willing to share information regarding in-house commercialisation training courses with Charnwood Borough Council with a view of utilising the courses for Borough Council staff.

**NOTES:**

1. No reference may be made to these minutes at the Council meeting on 24th February 2020 unless notice to that effect is given to the Democratic Services Manager by five members of the Council by noon on the fifth working day following publication of these minutes.
2. These minutes are subject to confirmation as a correct record at the next meeting of the Commercialisation Scrutiny Panel.



## SCRUTINY REVIEW: SCOPE Commercialisation

**REVIEW TITLE:** How the Council can generate commercial income

### SCOPE OF ITEM / TERMS OF REFERENCE

The Panel will:

- consider if there are any areas for improvement or change in the Council's existing commercialisation strategy, and whether other policies require updating, and how they relate to national policy framework.
- put forward recommendations for future strategy.
- undertake informal factfinding research to establish what income generating activities are already in place at the Council and compare with information gathered from other similar types of Councils locally and nationally.

### REASON FOR SCRUTINY

Charnwood Borough Council has identified significant challenges within the MTFS and as some future income is highly uncertain, a need has been identified for potential new sources of revenue and to make recommendations as appropriate.

The Panel topic was suggested at the meeting of the Scrutiny Commission on 3th June 2019 and agreed to be taken forward as an informal Panel at its meeting on 4th August 2019. On 14th October 2019 it was resolved by the Commission to change the type of panel to a formal panel.

### MEMBERSHIP OF THE GROUP

Councillor Baines (Chair)  
Councillors Boldrin, Bolton, Charles, Hamilton, Ranson,

### WHAT WILL BE INCLUDED

All non-statutory activity that generates income.

### WHAT WILL BE EXCLUDED

All statutory activity that generates income.

**KEY TASKS \* \* including consideration of efficiency savings**

- Evaluate existing Council commercialisation initiatives and procedures
- Make recommendations on future strategy
- Review other Local Authority commercialisation programmes to learn best practice
- Provide input into the Council's Commercialisation Strategy
- Interviewing witnesses and Council officers

**STAKEHOLDERS, OUTSIDE AGENCIES, OTHER ORGANISATIONS \***

Other Local Authorities  
Local Government Association  
Strategic Director Charnwood Borough Council  
Relevant Borough Council departments  
Residents

**EQUALITY IMPLICATIONS**

**Is an impact needs assessment required? – not required**

**LINKS/OVERLAPS TO OTHER REVIEWS**

Digital Transformation Panel

**RESOURCE REQUIREMENTS**

Support from Democratic Services

**REPORT REQUIREMENTS (Officer information)**

REVIEW COMMENCEMENT DATE	COMPLETION DATE FOR DRAFT REPORT
	March 2020

\* Key tasks and stakeholders may be subject to change as the review progresses.

**PROGRESS OF PANEL WORK**

MEETING DATE	PROGRESS TO DATE
5th November 2019 (informal)	Considered: <ul style="list-style-type: none"><li>• Updated Scope</li><li>• Presentation by Strategic Director of Corporate Services and Chief Executive regarding Council's existing commercialization strategy</li><li>• Review of research to be undertaken</li></ul>
Thursday 28th November 2019	Considered; <ul style="list-style-type: none"><li>• Update from Strategic Director of Corporate Services</li></ul>

	<ul style="list-style-type: none"> <li>• Presentation by C. Sharpe Leicester City Council</li> <li>• Staff Consultation responses</li> <li>• Feedback from Cllr Bolton (LGiU Seminar)</li> <li>• Feedback from Cllr Boldrin (meeting with J Henry, Ashfield District Council)</li> <li>• Register of Assets owned by the Council</li> </ul>
Thursday 21st January 2019	<p>Considered:</p> <ul style="list-style-type: none"> <li>• Presentations by NWL District Council and Rushcliffe Borough Council</li> <li>• Presentation by Grant Thornton UK LLP</li> <li>• Question Session with Leader of Charnwood Borough Council</li> <li>• Update from Strategic Director of Corporate Services</li> <li>• Feedback from Cllr Baines (telecon with Notts City Council)</li> <li>• Staff Consultation - officer responses</li> </ul>
Thursday 5th March 2020	<ul style="list-style-type: none"> <li>• To review ideas generated and consider recommendations for inclusion in the Panel's final report</li> <li>• To consider the Panel's draft report for submission to the Scrutiny Commission</li> </ul>

#### **REPORT SUBMITTED TO SCRUTINY COMMISSION**

The Panel should aim to complete its work and submit its report to the Scrutiny Commission meeting on 6th April 2020.

## **DRAFT REPORT OF THE SCRUTINY PANEL: How the Council can generate commercial income?**

### **Foreword by Councillor Baines, Chair of the Scrutiny Panel**

*The overall funding base for local authorities has continued to shrink. As central government funding allocations to local authorities are reduced, so councils are forced to either cut their costs with as little impact on frontline services as possible, raise their revenues through council tax or by selling supplementary goods and services to residents, or by some combination of these. Many other councils have already developed or begun to develop, their commercialisation strategies given the changes in the external financial environment. For Charnwood Borough Council, the requirement is that a shortfall of circa £3m be needs to be generated from commercial income between 2020-2023 in order to plug the gap in the Medium-Term Financial Strategy. This report sets out the findings and recommendations of the Commercialisation Scrutiny Panel which sought to gain information into how the Council can generate commercial income to fulfil the need for potential new sources of revenue and to make recommendations as appropriate.*

The Panel wishes to acknowledge and thank all those who acted as witnesses or provided written evidence to assist the Panel with its deliberations. (to be confirmed)

## **1. Background**

The topic for this Panel was suggested at the meeting of the Scrutiny Commission on 3rd June 2019 and agreed to be progressed as an informal Panel at its meeting on 4th August 2019. On 14th October 2019 it was resolved by the Commission to change the Panel to a formal Panel.

The Panel's first meeting was an informal meeting on 5th November 2019, followed by its first formal meeting which took place on 28th November 2019. After a third meeting the Panel concluded its initial business at its fourth meeting on 5th March 2020.

## **2. Panel Membership**

Chair: Councillor Baines

Councillors Boldrin, Bolton, Charles, Hamilton, and Ranson.

NOTE: Councillor Snartt was identified as a member but when the meeting dates were arranged, he could no longer attend.

## **3. Terms of Reference and Reason for Scrutiny**

The Panel's Terms of Reference, agreed by the Panel at its informal meeting on 5th November 2019 and confirmed by Scrutiny Commission on 9th December 2019 were as follows:

*The Panel will:*

- *consider if there are any areas for improvement or change in the Council's existing commercialisation strategy, and whether other policies require updating, and how they relate to national policy framework.*
- *put forward recommendations for future strategy.*
- *undertake informal factfinding research to establish what income generating activities are already in place at the Council and compare with information gathered from other similar types of Councils locally and nationally.*

The Scrutiny Commission wished the Panel to identify areas where the Council's income could be maximised, or further improved.

The Scope Document for the scrutiny review undertaken by the Panel is attached at **Appendix 1**. This sets out the above Terms of Reference and Reason for Scrutiny. The document outlines the position at the conclusion of the Panel's work and, therefore, includes additional stakeholders and resources identified by the Panel as its work progressed, notes added to assist the Panel and a summary of the progress made by the Panel.

#### **4. Evidence, Stakeholders and Witnesses**

The Panel received information from the following stakeholders and witnesses:

##### Information from officers within the Council

- Introduction from Chief Executive on the current position with respect to commercial income.
- Commercial strategy updates by the Strategic Director of Corporate Services.
- Ideas suggested by the Council's Staff Forum and feedback on suitability by relevant officers.

##### Information from other Councils

- Question session with Colin Sharpe, Deputy Director of Finance, Leicester City Council.
- Presentation by Elizabeth Warhurst, Head of Legal and Commercial Services and Lee Mansfield, Environmental Health Team Manager, North West Leicestershire District Council.
- Presentation by Peter Linfield, Executive Manager of Finance and Corporate Services, Rushcliffe Borough Council.
- Exempt briefing by Councillor Baines of meeting with Andy Vaughan, Corporate Director of Commercial and Operations, Nottingham City Council.
- Exempt briefing by Councillor Boldrin of meeting with Justin Henry, Commercialisation Manager, Ashfield District Council.

##### Information from other sources

- Presentation by Vivien Holland, Associate Director, Grant Thornton UK .
- Briefing from Cllr Bolton, attending LGiU Seminar titled 'Commercialisation training, developing a commercially aware organisational culture'.
- Question session with Councillor Jonathan Morgan, Leader of Charnwood Borough Council.

##### Documentation

The Panel had access to a library of guidance documents and copies of commercialisation strategies of other regional authorities as follows:

- House of Commons – Local Government – Alternative Models of Service Delivery
- Localis – Commercial Councils
- Grant Thornton – Commercial Health check in local Authorities
- CfPS – Risk and Commercialisation
- Kettering Borough Council, Commercialisation Strategy 2019
- Bromsgrove District Council, Commercialisation and Financial Strategy 2017-20
- Lincolnshire County Council, Commercialisation Strategy

- Derbyshire County Council, Enterprising Council Strategy 2018-2021

These documents can be found in the Members Library at:

[https://charnwoodextranet.moderngov.co.uk/ecCatDisplay.aspx?sch=doc&cat=13354&\\$LO\\$=1](https://charnwoodextranet.moderngov.co.uk/ecCatDisplay.aspx?sch=doc&cat=13354&$LO$=1)

Technical Support was provided to the Panel by:

- Rob Mitchell – Chief Executive
- Simon Jackson – Strategic Director of Corporate Services

## **5. Summaries of Panel Meetings**

Summaries of the work undertaken at each meeting of the Panel are set out in the “Progress of Panel Work” section of the Scope Document at **Appendix 1**.

Full details of the information provided by witnesses and the issues considered by the Panel are detailed in the notes of the Panel’s meetings listed in Background Papers section of this report, also attached at **Appendix 2**.

The Panel met a total of four times as follows:

Meeting 1 (informal) – 5th November 2019  
Meeting 2 – 28th November 2019  
Meeting 3 – 23rd January 2020  
Meeting 4 – 5th March 2020

## **6. Equality Impact Assessment (EIA)**

The Improvement and Organisational Development Manager stated that the need for an Equality Impact Assessment would be considered following the final submission of the report.

## **7. Key Findings**

The Panel obtained evidence from a range of sources both internal and external as described in section 4 above. In doing so the Panel made use of the evidence provided of practice at other councils who had implemented a commercialisation strategy or were in the process of doing so. The following summarises the key findings of the evidence considered by the Panel.

### Ways to generate income from existing assets

The Panel considered methods by which the Council could generate income from existing assets or by streamlining services. Considering evidence provided by other Councils and Grant Thornton, suggestions included:

- Reviewing existing fees and charges
- Reviewing the Council’s Asset Register – are assets being efficiently handled, review returns on assets

- Selling the Council's services to other businesses
- Progressing the Housing Development company (as agreed by Cabinet)
- Consider bringing contracts in-house and reviewing whether older contracts were still fit for purpose.
- Progressing the digitalisation of services
- Consider sites for a solar farm

### The Commercialisation mindset

The Panel considered evidence from other councils regarding the importance of developing the appropriate mindset to enable the Council to maximise its commercial potential. North West Leicestershire District Council (NWLDC) were at the start of its commercialisation journey and had focused particularly on building the appropriate culture within its organisation. Its 'Think Tank & toolkit', a team that had been created for generating and reviewing ideas from the organisation, improving in-house commercial skills of staff through training and embedding commercial activity into team planning and the performance reporting process was of interest to the Panel.

The Panel also considered how to utilise the resources available to the Council to generate commercial ideas. It considered that staff and residents were a valuable source of ideas and consulting councillors with private sector experience could be of benefit.

### Decision making and scrutiny

The Panel considered evidence from other councils regarding the importance of developing a streamlined but effective decision-making policy for commercial investment. Rushcliffe Borough Council (RBC) and Leicester City Council shared their approaches to decision making. The overarching policy at RBC had been agreed at Full Council, with a small team of six comprising three councillors and three senior officers approving the expenditure for commercial property. Scrutiny of the property portfolio's performance occurred after the investment. At Leicester City Council processes in place to make fast decisions included a nominated Commercialisation Officer and officer group. If a project seemed viable the Lead Member would be consulted. North West Leicestershire DC had created a decision-making continuum, attached at **Appendix 3**, and embedded a culture in its organisation that to fail quickly and efficiently was OK.

### Investment in Commercial property

Initially the Panel focused its attention on why the Council had chosen to progress its investment in commercial property. Officers highlighted that the Council believed investment in commercial property was the correct approach in the short term to mitigate its budget pressures and that the income needed to be achievable at a scale that made a difference and come on stream at significant scale within a relatively short time (realistically within the 2020/21 financial year) to mitigate those budget pressures.

Evidence provided to the Panel suggested that purchasing of commercial property within the Borough's boundary could create conflict between its need for pure commercial income and its strategic objectives. This could then impact the Council's

decision making with respect to its relationship with residents, and its social and regeneration strategic objectives. Investment in property outside the Borough's boundaries could be from a purely commercial perspective, giving the Council the ability to be tougher in negotiations and have less local political pressure. Rushcliffe Borough Council explained that when purchasing outside its boundaries it ensured it understood the local market it operated within, and that the asset was within commutable distance to mitigate the risk. Leicester City Council were keen to consider investment from a strategic benefit viewpoint and how it matched its strategic objectives, rather than as a purely commercial income stream. Ashfield District Council noted that the investment into property to let, had generated significant income for the Council.

Examples of commercial property investment that were less successful in generating income were provided by case studies from Grant Thornton UK, Nottingham City Council, and Leicester City Council. The reasons ranged from shared services projects struggling with austerity cuts, challenges with social care services linked to national minimum wage, local energy supplies being complex to set up, and shopping centres being susceptible to national chains moving away.

The criteria for assessing potential commercial opportunities was key to making fast decisions. RBC shared its Commercial Property Investment assessment matrix which the Panel considered a helpful tool. The key to property investment was managing the risk and being proportionate to the size of the council.

### Future commercialisation opportunities

Evidence provided to the Panel suggested that Charnwood Borough Council could consider other areas for generating commercial income in the longer-term including:

- working with partners such as Loughborough University, LLEP or companies in the private sector
- commercial development, social and private rental housing / building
- investing in warehouses, industrial and office space,
- investing in hotels, shopping centres,
- installing solar farms, developing enterprise zones,
- borrowing to fund infrastructure investment, local loan funding scheme to promote economic regeneration.

## **9. Recommendations made by the Panel**

In undertaking its work, the Panel reached the following conclusions regarding how the Council could generate commercial income:

Recommendations to the Cabinet and/or Scrutiny Commission

### Recommendations

- 1.
- 2.

3.  
reasons

### Observations

- 1.
- 2.
- 3.
- .....

## **10. Background Papers**

Agenda Papers and Notes of formal Panel meetings available on the Council's website at:

<https://charnwood.moderngov.co.uk/ieListMeetings.aspx?CId=235&Year=0>

Informal meeting (1) notes as detailed in paragraph 5 of this report can be accessed at:

<https://charnwoodbc.sharepoint.com/sites/papers/exempt/Forms/AllItems.aspx?viewid=c950fdd3%2D963e%2D4777%2Da220%2D84dce826906e&id=%2Fsites%2Fpapers%2Fexempt%2FCommercialisation%20Scrutiny%20Panel>

Exempt Information considered by the Panel as detailed in Paragraph 4 of this report can be accessed at:

<https://charnwoodbc.sharepoint.com/sites/papers/exempt/Forms/AllItems.aspx?viewid=c950fdd3%2D963e%2D4777%2Da220%2D84dce826906e&id=%2Fsites%2Fpapers%2Fexempt%2FCommercialisation%20Scrutiny%20Panel>

## **11. Appendices**

Appendix 1 - Scope Document

Appendix 2 – notes of meetings nos. 2, 3, 4

Appendix 3 – Decision making Continuum from North West Leicestershire District Council