

SSDC Income Generation Board

Draft Terms of Reference

1. Aim

The Board aims to facilitate the delivery of up to £0.8m of new income by 2020. This may be a mix of capital and revenue, but will have a strong bias towards revenue.

2. Purpose

The SSDC Income Generation Board (IGB) will provide the primary focus for projects that raise income through strategic and service based initiatives and the commercialisation of some existing council activities.

The purpose of the IGB is to stimulate income generation activity across the council, prepare recommendations to steer the future income generating activities of the Council, and monitor the achievement of targets for income generation. The intended effect of this activity is to increase the contribution of income generation to the council's revenue budget.

The IGB will be responsible for ensuring that the Council's income generation targets are met and that income generation activities are developed to meet best practice standards, to optimise the amount and impact of the funds raised.

3. Focus

The primary focus of the IGB will be to maximise income generation and the greater commercialisation of council activities by identifying and prioritising projects with business plans that indicate the highest rate of return for any investment.

Having identified suitable projects, and gained approval for their implementation, the IGB will keep a watching brief to ensure that projects are commenced and progressed as indicated in the relevant business plan. It is recognised that some projects will only need a 'light touch' and others a greater involvement.

Once the project(s) is underway, the IGB will be the reporting body identified in the Governance arrangements for the project, and provide the steer for the successful delivery of the project and review under the direction of the SSDC District Executive.

4. Decision Making

The IGB is one of four strategic groups set up by the Council to deliver economic regeneration, savings, increase income generation and improve efficiency and

effectiveness of council operations. The IGB will work with Corporate Transformation, the Regeneration Board, and the Strategic Alliance Board to ensure that overlaps in work plans are minimised and that work identified does not unduly affect the progress of any of the other work streams.

The Executive Board is recognised as the key advisory group for the IGB, and regular reports on progress will be prepared.

The IGB will work with other advisory groups within the council on specific specialist topics. These include the Strategic Asset Steering Group, Carbon Management Board, Management Board, Unions and Staff Forums.

The main reporting mechanism for projects sponsored by the IGB will be the District Executive and Full Council (for decisions that have a major impact on the Medium Term Financial Plan.)

5. Income Generation Targets

The IGB will monitor progress against the targets set as follows:

2017/18 £200K (includes £50K for lottery scheme)
2018/19 £150K
2019/20 £300K (includes £150K for lettings agency)
2020/21 £150K

Total over four years £800K

6. Membership of the IGB

The permanent members of the Board will be as follows:-

Member representatives

Chair: Henry Hobhouse, SSDC Portfolio Holder for Property and Climate Change
Cllr Shane Pledger, Portfolio Holder
Cllr Dean Ruddle
Cllr Mike Beech
Cllr Val Keitch
Cllr Crispin Raikes
Cllr Dave Bulmer

Reserves: Cllr Jason Baker, and Cllr Clare Aparicio Paul

Officer Representatives

Vega Sturgess, Interim Chief Executive & Strategic Director

Laurence Willis, Assistant Director (Environment)
Donna Parham, Assistant Director (Finance)
Gary Russ, Procurement Manager
Garry Green, Property and Engineering Services Manager
VAT officer (advisory capacity)

Additional officers and members with specific expertise (for example VAT, marketing, conservation) will be asked to attend meetings on an ad hoc basis, as and when their input is required. External experts and advisors may also be consulted to provide external validation of proposals when required.

7. Meeting Frequency

The IGB will aim to meet in eight week cycles, and will publish a meeting schedule for at least three meetings (following 6 months) in advance.

Sub groups set up at main Board meetings to progress individual projects will meet as and when required.

Laurence Willis
Assistant Director (Environment)

April 2016

Other headings for consideration:

Roles and Responsibilities

Review