



ENTERPRISING COUNCILS GROUP

National Network Leading
Productive Income Generation

LGA INNOVATION ZONE | 22nd October 2024

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The Network

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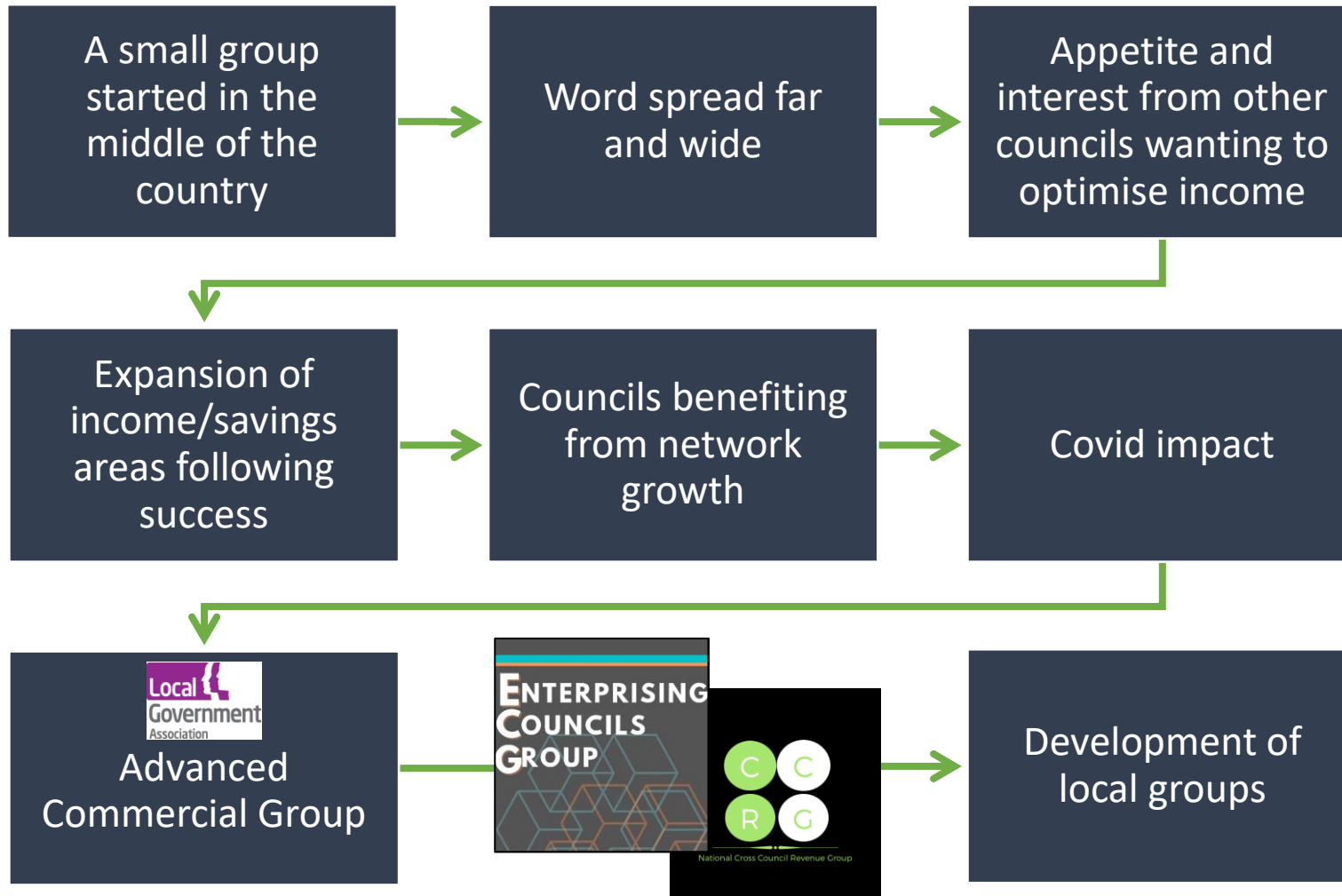
About The Network

- National
- Operating for around 20 years
- Open to all councils across all tiers
- Share income generation best practice and ideas amongst councils
- Support staff whose role focuses on commercial, marketing, business development, sales and contracts

Value to Councils

- Assists with the opportunity to address financial pressures
- Approaches to mitigate the impact of demand
- Optimising third party spend
- Resource efficiencies and savings
- Benchmarking and insight
- Access to supplier market intelligence and experience

The Network Journey







Growing commercial thinking
into everyday working
within the public sector

A large grid of diverse people's faces, representing a collective mind. The grid is composed of many small, square portraits of individuals from various backgrounds, ages, and ethnicities, all smiling or looking positively. The grid is arranged in a roughly rectangular shape, filling most of the right side of the image. The text 'The Power of Collective Minds' is overlaid on the left side of the grid.

The Power of Collective Minds

- Inclusive safe space
- Wealth of knowledge and skilled resource
- Peer to peer support
- Marketplace knowledge
- Ideas, innovation and creativity
- Sharing of good commercial business practice
- Recognition, collaboration and energy
- Jointly unlocking potential

Customer Led
Approach to
Commercialisation

**Billy
Webster**

Shropshire
Council

Commercial Collaboration



Resource Weavers



Better Outcomes



Exiting a Strategic Supplier Contract

Linda Corn

**West Sussex
County Council**

Summary

- A programme was established to prepare for and deliver the exit from the Council's 10-year Support Service Outsourcing (SSO) contract with Capita, and transition to new delivery models.
- 378 staff transferred to the Council delivering nine critical customer facing and support services.
- Embedded learning from other local authorities who had exited outsourcing contracts and moved services into their council.
- Delivered in three distinct phases, the last of which was undertaken jointly with the supplier with delivery workstreams responsible for each of the service transitions, along with workstreams that delivered Commercial, TUPE, Communication & Engagement and onboarding activity.
- Required commercial know how, business acumen and strategic thinking.
- All services transferred to the council as planned on time, without service interruptions throughout the exit and into the new arrangements, saving the Council £300k annually, per year.

What worked well

- Insight from the network helped us plan for potential pitfalls and avoid delays, errors and misunderstanding.
- Really clear about what good looked like for our Council.
- Delivered workshops building strong working relationships with all parties under a Programme Behaviour Charter.
- Strong, transparent governance and timely decision making.
- Joined-up approach to all comms and engagement throughout the programme.
- Culture workshops with Council and supplier colleagues to understand differences in the organisations and prepare everyone for the transfer.
- Clarity over knowledge transfer deliverables enabling a clear, consistent and thorough approach to exchange of information.
- Thorough internal Business Readiness planning and activity.

Continued Benefits

- Achieved greater control over key services supporting our frontline staff
- Improved services and ways of working delivering better outcomes for our residents
- Strong collaboration helped us to move at greater pace, focus on priorities, and achieve more with limited resources
- Shared the materials and approaches we have developed with other councils across the network
- Made improvements to the Council's strategic contract management practice framework
- Gave us insight around our organisational change maturity and areas for continued improvement

How well do you
know your Income
Generating
Services?

**Stuart
Bellerby**

East Riding
Council

Question

- Is the question of "How well do you know your income generating services?" *different to* "How well do you know your income generation?"
- What one word best describes your council's approach to income generation?

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Why?

- To support the commercial ambitions for your Council and outcomes in your Financial Plan
- To support informed decision making on the future of income generating services
- To gain a more consistent approach in the understanding of the performance of income generating services
- To better understand the benefits of income generating services

Foundations

- Governance through Commercial Board
- Identification of 67 income generating services with budgeted income
- Support on legal position to trade
- Commercial business planning approach
- Pricing policy
- Surplus/deficit template
- CEC and depreciation guidance paper
- Fees and charges register

Which leads to...

A process and programme of reviewing and monitoring the performance of income generating services

The Benefits of the
Network

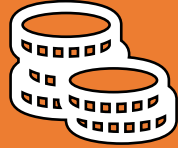
**Hear from
council
colleagues**





Ideas and Innovation

- Income channel development
- Pop up income
- Planning applications and community infrastructure developments
- Alternative outsourcing and insourcing, business models
- Digital Marketing and its power to drive greater income



Income optimisation

- Improved fees and charges, business rates
- Legal clauses and exiting historic agreements
- Asset income generation
- Out of Home media
- Room booking and venue hire
- Training



Delivering value for money

- Calculating economic impact
- Holistic view of council income EG: business rates, licences, permits etc
- Financial stability
- Team structures and role profiles
- Temporary recruitment, coaching & mentoring
- Supplier engagement and



Managing Demand

- Leisure centres
- Fostering
- Market insight
- Pest Control
- Schools Traded Services

“Saved over £26,000 as a result of a network member sitting next to me and sharing their experience and contractual clause.”

“Improved my council commercial mindset and approach in my council towards better business.”

“Achieved collaborative contract solution and generated £1 million per annum as a result.”

“Doubled income after a conversation with network member. Now £75,000.”

“Achieved £300,000 savings per annum, per year!”

“We use this network to shape idea generation instead of being overly reliant on third party spend.”

Key Summary



Knowledge Hub

- Standing still is not an option.
- Save valuable resources and utilise this network of experienced business-minded colleagues.
- Harness the driving force, making a difference in councils.
- Use the power and tools of this free network to further your opportunities.



If your council is not involved email commercial@westsussex.gov.uk
[LinkedIn](#) | Visit www.KHub.net search Enterprising Councils Group





Knowledge Hub



Are you going to use this group and harness the opportunity for your council to realise its potential?

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