

Appendix 1

Commercialisation Programme – Creating the Entrepreneurial Council Vision Statement

Vision:

South Cambridgeshire District Council is a commercially-minded organisation at the forefront of civic enterprise, delivering outstanding local public service, creating prosperity, opportunity and local resilience.

The need for an entrepreneurial approach:

The national austerity agenda means continuing reductions in central government funding for local government. Our Medium Term Financial Strategy forecasts the complete disappearance of government grant by 2020; in order to balance the books and achieve independence from government grant, we're redesigning services to improve efficiency, sharing services with strategic partners to achieve economies of scale whilst improving services and building resilience and maintaining historically low council tax.

This approach has generated significant savings without requiring service cuts; however, it's not enough to ensure our long-term viability as an organisation capable of meeting the needs of a growing population and economy, so more radical changes to the way we operate are required. Already, front-line services such as Building Control and Land Charges compete for business with the private sector, whilst our Trade Waste service generates substantial income and continues to grow. It's time to learn from these successes to build a wider entrepreneurial framework which brings together the best of the public, private and voluntary sectors to deliver excellent public services through a variety of delivery models.

What the future will look like:

The Council leads the delivery of exceptional public services using a mix of business types and models to best suit each set of circumstances. These include, but are not confined to:

- In-house and services;
- Shared services with strategic partners;
- Commissioned services, including outsourcing to the private sector, third sector, community interest companies and social enterprise;
- Internal and external trading companies;
- Employee mutuals.

Individual services will be built around customer need, focussing on early prevention and not reliant on a traditional menu of support.

Service provision is self-sufficient and subject to ongoing challenge to ensure they remain aligned with business need.

Regulation will be proportionate and enable customers to take advantage of standard and premium services, including one-stop access to the advice and support they need.

Support services will be shared and marketed.

Entrepreneurial staff constantly review processes to identify and take advantage of opportunities, open to change, confident and trusted to take calculated risks. Cultural and communication barriers to success are addressed by inspired and committed managers who lead by example, recruiting and retaining staff who will embody the Council's values.

The Council delivers its corporate objectives through enterprises which generate social, environmental and financial benefit.

Version	Date	Author/Modified by
1.0	30 June 2015	Richard May
2.0	29 September 2015	Kirsty Human