

Appendix 5

Commercialisation Programme – Project Dossier			
Projects	Business Benefits		
	Income Generation/Surplus/Profit	Improved Performance/Customer Satisfaction	Staff motivation/ Culture of engagement and fulfilment
Trade Waste Expansion	Output of Project is to review the current process and make recommendations on how to improve and generate income. The review includes identifying the current cost and what's included in the Service with recommendations on income generation, efficiencies and future opportunities. No financial targets have been set as yet. This project won't deliver financial business benefits in itself but will put in place the capability to do so in future.	The project will develop a marketing strategy for future opportunities, identify customers who currently cost the Council money and redefine their contracts and ensure all other services provided cover the cost of provision. Identify AND redefine as part of this project? A Business Case will be created for a Shared Trade Waste Service and will include details of the best customer service available and a complete back office process from quote to delivery. Capability – implementation the next project?	The project offers: <ul style="list-style-type: none"> • Clarity of purpose As should all projects / staff objectives! • Clear direction for the future – internal and sales processes • Engagement & empowerment of staff • Staff to help shape to new Service
Business Hub Pilot with County and Fire (Primary Authority Agreements)	Income target for 1 st year (including pilot) is 20% (£300K) of combined SCDC & CCC TS staffing budget. An annual income surplus of £150K by 2019/20 (Year 4?)	A multi agency business hub is better positioned to serve the needs of businesses by creating a single point of contact for advice. Greater intelligence across partner organisations allows for a	The project offers: <ul style="list-style-type: none"> • Clarity of purpose As above • Clear direction for the future – internal and sales processes

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		<p>more efficient and streamlined approach to rogue traders. Alignment of enforcement and inspection protocols. The hub provides an opportunity to sell further services and advice adopting a one stop shop approach for regulatory advice. Measurables: Target income surplus Customer satisfaction Rogue trader prosecutions (?)</p>	<ul style="list-style-type: none"> • Engagement & empowerment of staff • Staff to help shape to new Service • Measurables: income target and customer satisfaction (as such this is a 'sub-benefit') • Staff satisfaction, recruitment and retention, reduced sickness absence
In-house Enforcement Agent	<p>£212K projected surplus over 5 years Business case has been established, so this is an implementation project?</p>	<p>SCDC officers in control of workload and prioritisation of debt collection. Enforcement Agent employed by SCDC resulting in more controlled management and decision making leading to effective collection with fewer complaints.</p>	
Supported Housing			
Ermine Street Housing	<p>Projected to provide the council with approximately £600,000 income p.a by the end of year 2 of operations 5-year project to deliver this income?</p>	<p>Provide customers with choice No exorbitant agency fees as charged by other high street agents Ability for homeless team to make referrals High level of customer satisfaction (?)</p>	<p>Very emotional journey for staff involved – peaks and troughs Very challenging getting other services to engage and buy into the project, but skilled staff used experience and negotiations to work through issues These are risks and constraints, not business benefits. Upskilling staff</p>

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			in commercial activities raises morale, ownership and performance.
Strategic Review of Commissioning	More about savings from smarter commissioning. Review will identify options.	Better services through 'best fit' model for each service.	Possible options may include employee mutual and other models of staff empowerment, leading to enhanced performance and outcomes
Housing Development Agency/Housing Delivery Vehicle (HDA)	The HDA is set up to be self sustaining and not profit making (initial idea to create a profit making Development Services Company, but this was shelved). If the HDA were to borrow from SCDC via the PWLB to develop housing and payback at a % above lending rates there may be the capacity for income generation for the General Fund. So there may or may not be commercial opportunities?	The HDA is a shared service working towards a full company model in 2017. It is part of the Business Case that the HDA will utilise the shared expertise of the City and SCDC staff working with the County to provide a more cost effective and efficient development service to promote the delivery of a mixed housing portfolio across Cambridgeshire. Additional business benefits around affordable housing delivery	The staff involved are already working very closely, building a team culture beginning with regular meetings, events, and showcasing the HDA to the CIH, ARCH etc. The Team is sharing best practice, processes and the relationship building with partners and potential partners essential to a successful pipeline of schemes going forward that will sustain the HDA into the future. A culture of transparency and collaboration is being fostered between City and SCDC. Outcomes and measurable?
Equity Share Investment	For an initial investment of £200K. If an average of 10 properties became vacant requiring an average of £10k investment to achieve a profit that would be expected would range between	By selling quality properties the Council's reputation is enhanced. Build quality / energy efficiency	

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	<p>£10k and £60k per property. This would equate to £100k to £600k profit annually. If investment = £10k and 'profit' = £10k then return = zero????</p> <p>Based on a lower number of 5 properties being bought back requiring the same level of investment and profit margins is expected to realise £50k to £300k annually</p>		
<p>Hearts and minds, building an entrepreneurial culture (training and communication) Delivers capability, not business benefits directly.</p>	<p>Staff engagement is positively related also to the delivery of business objectives e.g. surpluses</p>	<p>Staff engagement is positively related to job performance.</p>	<p>Studies show that engaged workers perform better than non-engaged workers:</p> <ul style="list-style-type: none"> • Engaged workers experience positive emotions (gratitude, joy & enthusiasm) • Engaged workers experience better health • Engaged workers create their own job and personal resources • Engaged workers transfer their engagement to others <p>Measurables: Staff satisfaction, turnover etc</p>