

Acquisition of Surestaff Recruitment

Adrian Selby, West Lindsey District Council

Chris Harper, Bevan Brittan

Background

- 448 square miles
- Rural authority
- Entrepreneurial Council



Agency staff

- APSE award winning
- £240k spend pa mainly on garden waste temp staff
- Reliant on one agency
- Options-go to procurement/Surestaff/Surestaff + commercial/In house provision
- BC proposed buying Surestaff



Challenges

- First real commercial venture
- Member opposition-buying goodwill
- Focus on non-cashable savings and social benefits
- Board and Member approval



Bevan Brittan: a legal view

- A “best of both” structure – Teckal services and trading
- Group holding company
- Group-wide governance protocol through shareholder agreement / standardised articles
- Resourcing and finance

Bevan Brittan: a legal view

- Benefits:
 - Greater focus on business cases in future
 - Demonstrable control for Teckal and other purposes
 - Simple mechanism for adding and resourcing new subsidiaries

Outcomes

- Surestaff now three years old
- Avoids costs-est £120k per year
- Commercial element-breaks even
- Review as Ops change

Impact

- Gave Members confidence
- BC Company
- Option in all BC's
- £15m rental portfolio
- Own hotel, 2 x factory, gym, shop
- Crematorium
- Chargeable garden waste
- Commercial waste

Questions



Julia Richardson
Head of Business Development
and Interim Head of Catering
Service

**APSE COMMERCIALISATION, INCOME
GENERATION & TRADING GROUP**

13TH NOVEMBER 2018

Part One

-
- The Pre Bid Process
 - The Tender process
 - Tips on writing a winning bid
 - The presentation
 - Mobilisation/delivery

Part Two

- Psychology of buying
- Importance of supplying great customer service
- Building your team effectively
- The need to be inventive



The Pre- Bidding Process - The Fundamentals

- ✓ How will we find out about and capture potential work streams?
- ✓ Do we have a go/no-go process? If so, how is it done and who will be responsible for the ultimate decision ?
- ✓ Have we selected the right services to sell, which are the ones likely to be more successful?
- ✓ Have we set up a process to record our win-loss data and reasons why?
- ✓ You will also need to take into account the true cost of resource including diverting staff from their day jobs !

BID SMART QUESTIONS

- “Should we even be pursuing this job?”
- Bid smart by finding projects that are a good fit both professionally, financially and politically
- Unfortunately not all jobs are created equal ! Research incumbents !
- Do we have the right resources and skill sets in place to fulfil the bid?

We are bombarded!

- PQQs (Pre Qualification Questionnaire)
- SQQ –(Selection Questionnaire)
- Full Bids
- Framework agreements
- Min tenders
- Competitive Dialogue/E-auction
- Service level agreements
- Proposals
- Financial Quotes



The Common Pitfalls

- Going over word limit
- Too Short/Too long winded
- Not reading the question properly – Misinterpretation
- Not answering each section of the question
- Not reading the specification thoroughly
- Not understanding the clients core values/objectives
- Providing Referees that do not reply or have little empathy !



ESSENTIAL LAST CHECKS

- Try and get the same person to do the last evaluation of all your answers.
- Have I included a clear delivery and mobilisation plan, with names and faces!
- Is my bid compelling and convincing enough!
- And lastly.....

Positive proof of global warming.



**18th
Century**

1900

1950

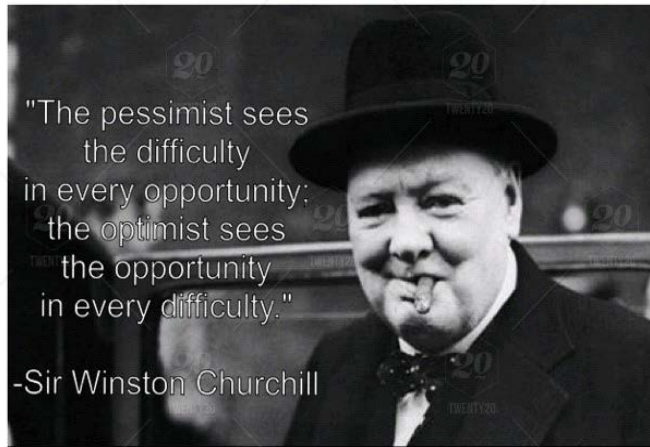
1970

1980

1990

2006

The Presentation



"The pessimist sees
the difficulty
in every opportunity;
the optimist sees
the opportunity
in every difficulty."

-Sir Winston Churchill

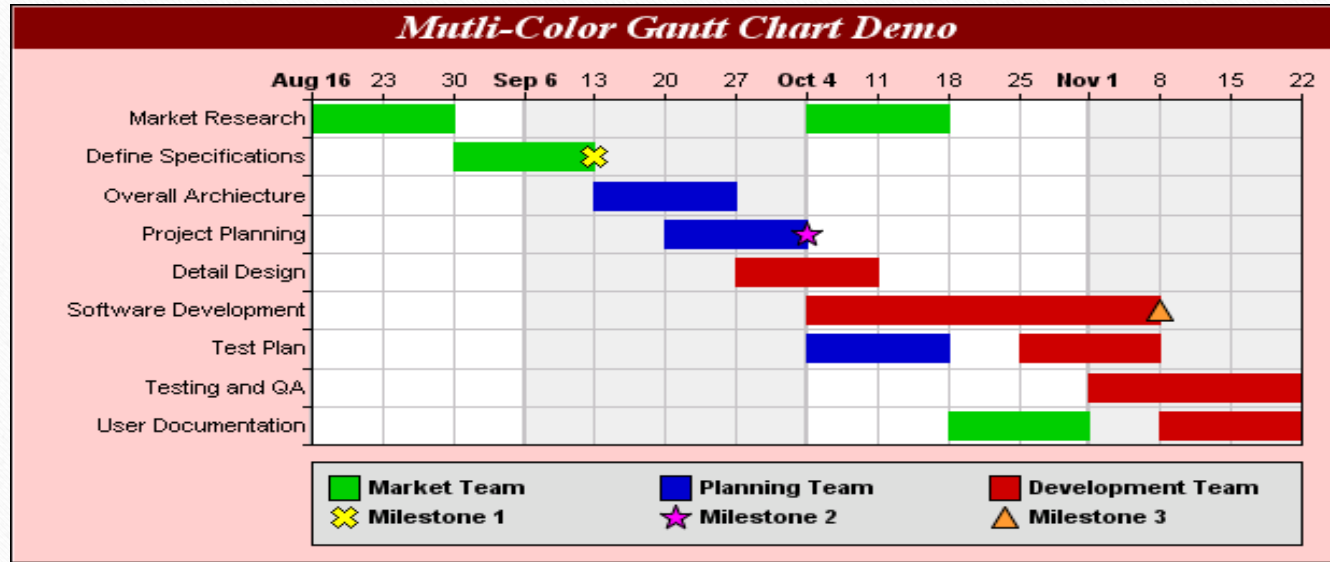
- **Keep it natural as possible**
- **Try and find out who is on the panel before hand**
- **Don't overpromise or be too familiar!**
- **Make sure you have the right people present !**
- **And they are aware of the objective**
- **Rehearse the food presentation**
- **Remember - Little things can easily lose you a bid!**



What went right,
or what went
wrong ?

- Important to review
- What could we have done better?
- What actions do we now have to take?
- What do we think our competitor did differently?
- More difficult when it's a people issue
- What went right?
- Do we have a winning combination
- How can we now exploit this success?

Mobilisation and Delivery



Mobilisation and Delivery Cont....

- ✓ **Gather as much resource as you can you now have to deliver!**
- ✓ **Arrange meetings with key people**
- ✓ **Important to agree deliverables and expectations with the client**
- ✓ **Keep a grip of the Budget**
- ✓ **First impressions count !**



Persistence & Resilience !

“I **fear not** the man who has practiced
ten thousand kicks once,
but I **fear the man** who has practiced
one kick ten thousand times.”

—*BRUCE LEE*

How do I score a bulls eye?

Competition is fierce. When the focus these days is on cutting costs, and every contractor will claim their services are “the best”.





What really drives
purchasing decisions?



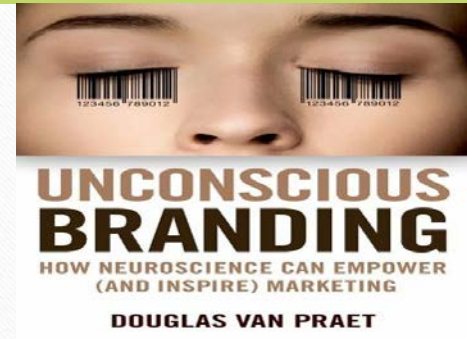
THE PSYCHOLOGY OF BUYING

Emotion or
Rationalism?

- **Because they believe you will improve**
- **Because you reduce costs**

- **Because you will them save time**
- **Because they will gain status**
- **Because you have convinced them**

Rational motives



“Satisfy the critical mind.”

If you want people to buy what you are selling, you have to give them the logical permission to buy”

Emotional Buying Motives

- Because they believe in your service
- Because you have achieved recognition in your field
- Because there may be a positive personal reflection for them
 - Because they feel connected through your relationship
- Because they recognise your empathy with them



**“Only 60% of companies retain contracts
in a rebid situation in many cases this
drops to less then 50%”**

Find ways to promote your
expertise that adds value above and
beyond the standard scope of the
contract and ensure that you forge a
great client/customer relationship.

**Know what your customer desires, they will then view
you as the contractor who can realise their vision**





Research suggests that for every
negative experience we encounter...

it takes
10 POSITIVE
experiences

to redress the balance





WHAT WOULD YOUR CUSTOMERS
say about you?



IF YOU WEREN'T IN **THE ROOM...**

WHEN WAS THE LAST
TIME YOU WERE...



Wowed
with the service you received



Most
PROBLEMS
are preventable!



Carol Driver

@CarolDriver

Follow

OK @britishgas it's been 4 weeks since you broke into my home, changed my locks, acting on WRONG information. Have called numerous times...

3:12 AM - 30 Nov 12 via Twitter for iPad - Embed this Tweet

Reply Retweet Favorite




REMEMBER

these words!



**COMMUNICATE, COMMUNICATE,
COMMUNICATE**

Don't confuse this with 'selling'



“ CUSTOMERS DON'T EXPECT
YOU TO BE PERFECT.

They do expect you to fix things
when they go wrong. ”

Donald Porter

Building the Team



“Emotional intelligence is how you understand yourself and the people around you, and it is just as important as cognitive, or rational intelligence, to how we make decisions,”

El Kaliouby



"We are neither hunters nor gatherers. We are accountants."

Amount of Collaboration Required

30%

Remained
the Same



67%

Increased

3%

Decreased

Reliance on Others

41%

Stayed
the Same



50%

Increased

9%

New Skills required

- ✓ Focusing on individual task performance alone is insufficient.
- ✓ Employees now need to be able to show network performance and collaboration ability
- ✓ How do they impact and contribute to your organisations strategy and vision
- ✓ We need to try and ensure we plug those skill gaps to drive individual and organisational performance.

Take a deep dive

“Successful training programs deliver measurable impact on participants current and future roles”.

- **Include real application and life scenarios**
- **Measure and validate the impact of your training**
- **Did it work? Have you seen an improvement?**

The need to be inventive



- Offer advice, information to your clients on how to improve service provision
- Keep abreast of political decision making that could impact on your organisation or service
- Consider more partnering opportunities with other authorities and business organisations to achieve growth
- Staying static is not an option !



obrigado

Dank U

Merci

mahalo

Köszi

спасибо

Grazie

Thank
you

mauruuru

Takk

Gracias

Dziękuję

Děkuju

danke

Kiitos

Any Questions?

Email : Julia.Richardson@gsplus.org



Birmingham
City Council

Commercialisation at Birmingham City Council

Ken Lyon

Head of Commercialisation Birmingham City Council

Commercialism in Loc Gov – What is it all about?

- Born out of necessity... over £700m funding reductions in past 8 years
- Creating surplus to protect & invest in services
- Social and Commercial balance
- Fear/inferiority complex in many within public sector – holds us back
- Move away from areas of ‘comfort’
- Not just trading but maximising value of every £ spent



Perceptions?



Daily Mail

GET HOUSE AND GARDEN OR GO FOR £.1

Prison kisses and how Fergie's killer aide simply walked out of her five-star open jail

A LESSON IN INCOMPETENCE

- 1 in 3 schools fails to provide adequate teaching
- Half of academies are substandard
- Countless start work without 3Rs
- £5billion wasted on adult literacy classes

Susanne



Belfast Telegraph

FIGHTING CANCER FOR 12 YEARS... BUT NOLEEN'S FOCUS IS HELPING OTHERS



'Mumbo-jumbo' courses for staff



OpenWorld News FOR 4



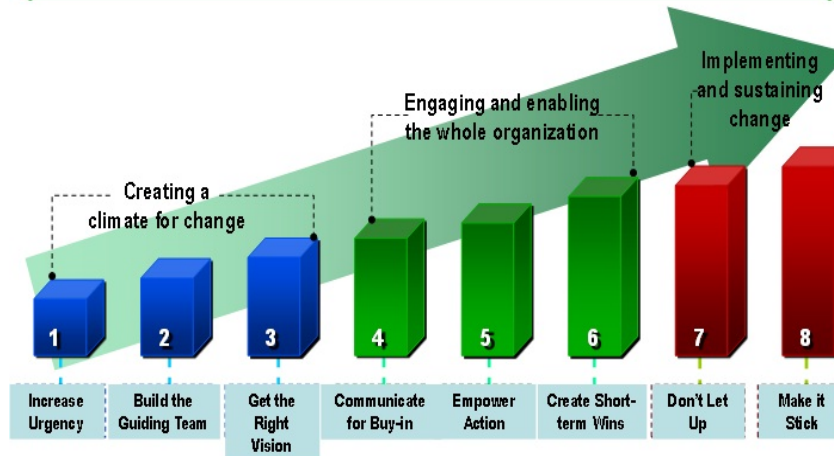
How Councils Waste Your Money

at 8pm matches

Ingredients for Success



"Kotters Eight Steps of Change"



*Kotter, John P. and Cohen, Dan S. The Heart of Change. Boston: Harvard Business School Press

Playing to your strengths....

STRENGTHS



WEAKNESSES



OPPORTUNITIES

THREATS

UVB – Partnerships & Influence



Unique Venues Birmingham

- Existing partnership - playing to our strengths
- Unique assets



Birmingham Property Services



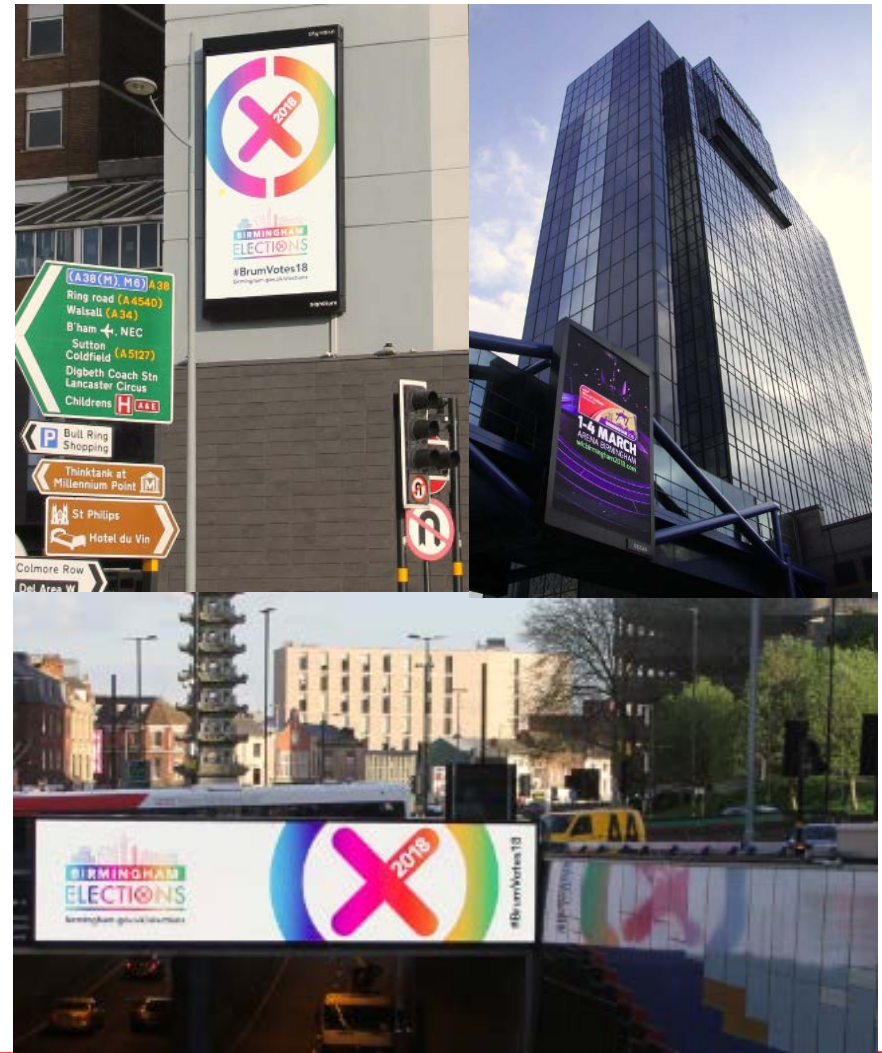
- Own 40% of property in City
- Inefficiently managed portfolio – disposal focus

- Developed investment 'lens'
- Acquisitive approach – recycling capital



Commercial Advertising Partnerships

- Understand asset potential, develop relationship to maximise
- Nationally leading contract
- Growth from £0.5m pa in 2014
- Joined up approach to policy and landscape



Parks and Open Spaces – Maximising Asset

- Enhancing Asset
- Fees and Charges
- Greater Potential



Bereavement Services – Customer Focus

- Core service to citizens
- Premium products
- Increased confidence
- Opportunity to deliver increased social benefit



CityServe – Established Service

Its all about the KIDS

“Am I really allowed to do this Miss?”



Putting the KIDS in charge

ACHIEVEMENT
AWARDS 2017

WINNERS **THE MJ**

Shelforce – Social Commercialisation



- Supported employment ‘municipal commercialism’
- LEAN processes delivering high quality products
- Social and commercial outcomes
- [Video](#)



What's next for Birmingham...

- Developing a strategy for the future - making *Commercial thinking part of the organisations DNA...*
- Made significant progress... £30m+ surplus
- Growth of c.£6m in 2019/20 budget
- There are higher mountains to climb....
 - Council Tax and NNDR
 - Adult Social Care
 - Contracts and PFI
- Creating *'An environment for success, innovation & empowerment'*