

Commercialisation Programme

**Ross Grieve
Service Manager
Building Services**

Commercial Opportunities for front line Services



- 1 – Full Cost Recovery
- 2 – Fees & Charges
- 3 – Service Change Plans / Procurement
- 4 – Alternative Delivery Models

**New Revenue Streams are not the only
way to think Commercially.**

“Be Ambitious”

Opportunity themes

Funding Gap

<p>1</p> 	<p><i>Decentralisation</i> Devolve decision making, improve collaboration amongst frontline staff across agencies and refocus local and community planning arrangements</p>	<p>£?</p>
<p>2</p> 	<p><i>Integrated Community Access and Delivery</i> Integrate and rationalise the access and delivery of local community provision from fewer buildings, using a more ambitious approach to local community asset planning with schools at its centre.</p>	<p>£?</p>
<p>3</p> 	<p><i>Shift to Digital Delivery Online</i> Shift a significant amount of contact online by making it easy for customers who can help themselves to quickly find the information they need, carry out transactions digitally, or quickly reach appropriate professionals for specialist support.</p>	<p>£?m</p>
<p>4</p> 	<p><i>Single View of Customer Experience</i> Consolidate the many resources and teams who are handling external customer contact so we have a single consistent view of the customer experience, and a single process to assess eligibility for services.</p>	<p>£?m</p>
<p>5</p> 	<p><i>Internal Processes</i> Remove unnecessary steps that get in the way of delivering for customers. Build on the consolidation of support services to shift more internal contact online by making it easy for customers and staff to quickly find the information they need, carry out transactions digitally, or reach appropriate professionals for specialist support.</p>	<p>£?</p>

Opportunity themes

6



Digital Workspace

Further development of mobile and flexible working solutions to drive productivity improvement in our mobile workforce and provide more flexible and efficient use of staff and building resources for those employed in office-based roles.

£?

7



Procurement & Contract Management

Reduce Fife Councils £320m third Party spend by a consistent & commercial approach to procurement activity (Demand Management, Operational Control & Contract Review, Strategic Sourcing & New Income Streams).

£??m

8



Income Generation / New Revenue Streams

Optimise Income relating to fees & charges and full cost recovery and deliver a sustainable income approach. This includes a targeted approach to subsidies and concessions. New and external provision of services to a wider consumer base.

£?m

9



Demand Management

Carry out a rolling programme of service reviews which consider ways to reduce and prevent demand for services, improve service delivery processes (making better use of technology and information), and optimise the structures we use to deliver the service.

>£?m

Change Plans

- 25 projects relating to Fees & Charges/Full cost recovery £4.5m over 3 years
- 5 projects relating to new revenue streams £600k over 3 years
- £1.6m annual procurement savings
- 8 projects relating to ADM £13.5m

Challenges (Internal)

- Culture / Mind-set
- Capability (Commercial Acumen)
- Ability to Recognise & Respond to Internal & External Business Environments
- Competitiveness
- No reward culture
- Limited Performance Management

Challenges (External)

- Rising Inflation
- Government Policy Choices
- UK Economy
- Consumer Demand
- Brexit

Commercialisation

How commercial do we want or need to be?

1 - Better with just generating income?

2 - Making Commercial decisions?

3 – Being Commercially aware?

4 - Being Enterprising?

Combination dependant on the Service

Ingredients for Success for Local Authorities

- Setting Clear Strategy & Ambition
- Reinforcing Commercial Environment
- Specialist Roles/Skills

Commercialisation Programme Vision

“Our vision is for Fife Council to become recognised as being innovative and entrepreneurial in how we carry out business and serve our community.”

“By doing this we develop the commercial acumen needed to generate income or reduce costs which can be used to provide sustainable services.”

**Thank You for
Listening**

Discussion