

# Oxford's Journey to Income Generation

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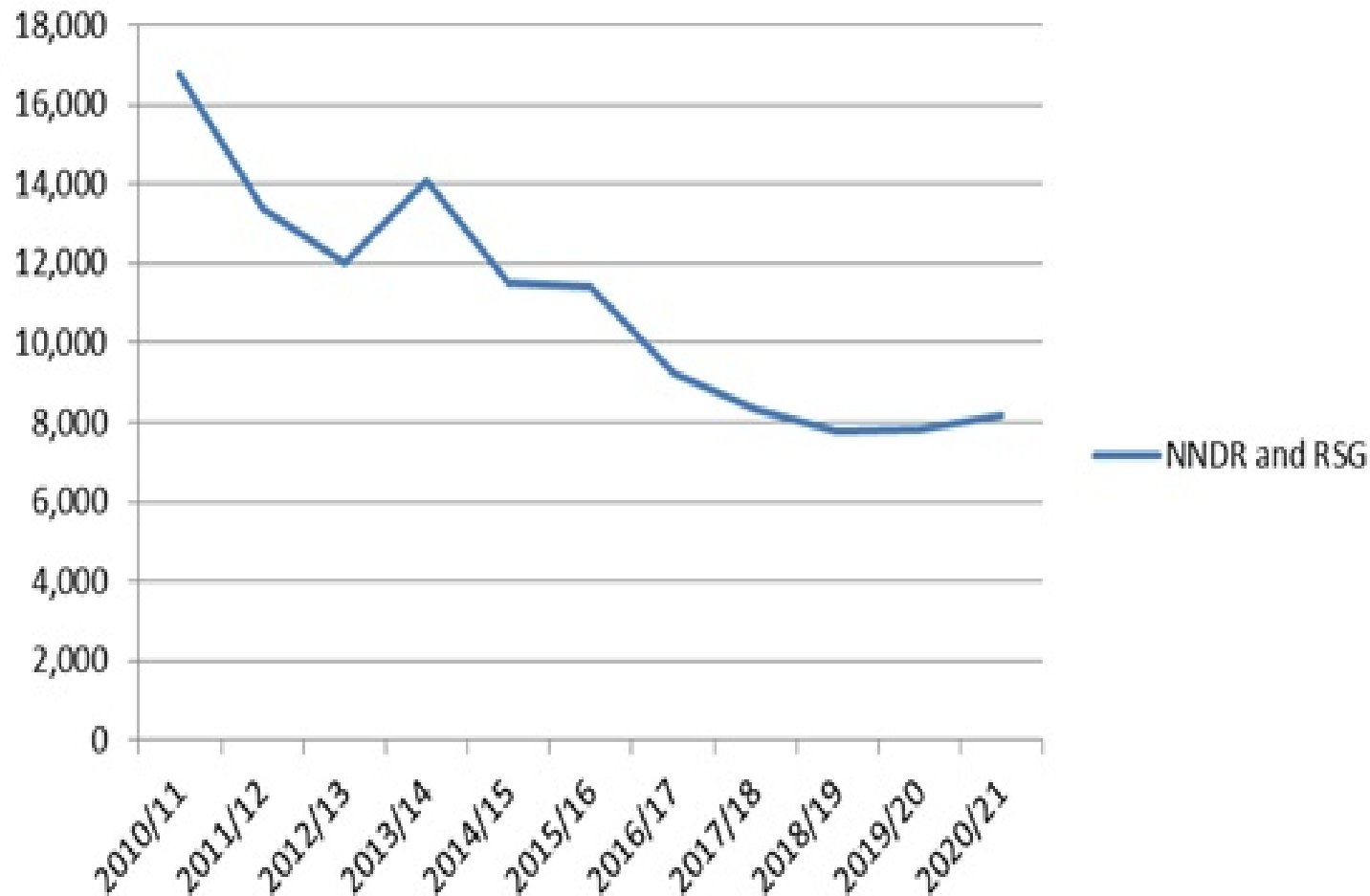


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# Reduction in government grant 2010 -2020

## NNDR and RSG



# The Oxford Strategy

- Reduce long term revenue costs
- Keep ahead of the curve
- Focus on mid term
- Cuts are the last resort

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# The Oxford Strategy

- Invest
  - Assets
  - People
  - Systems
- Invest to save
- Drive efficiency
- Drive income

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# Oxford City Council - Mission

- Building a World-Class City for everyone
- Social Enterprise Council
- .....raise more cash!

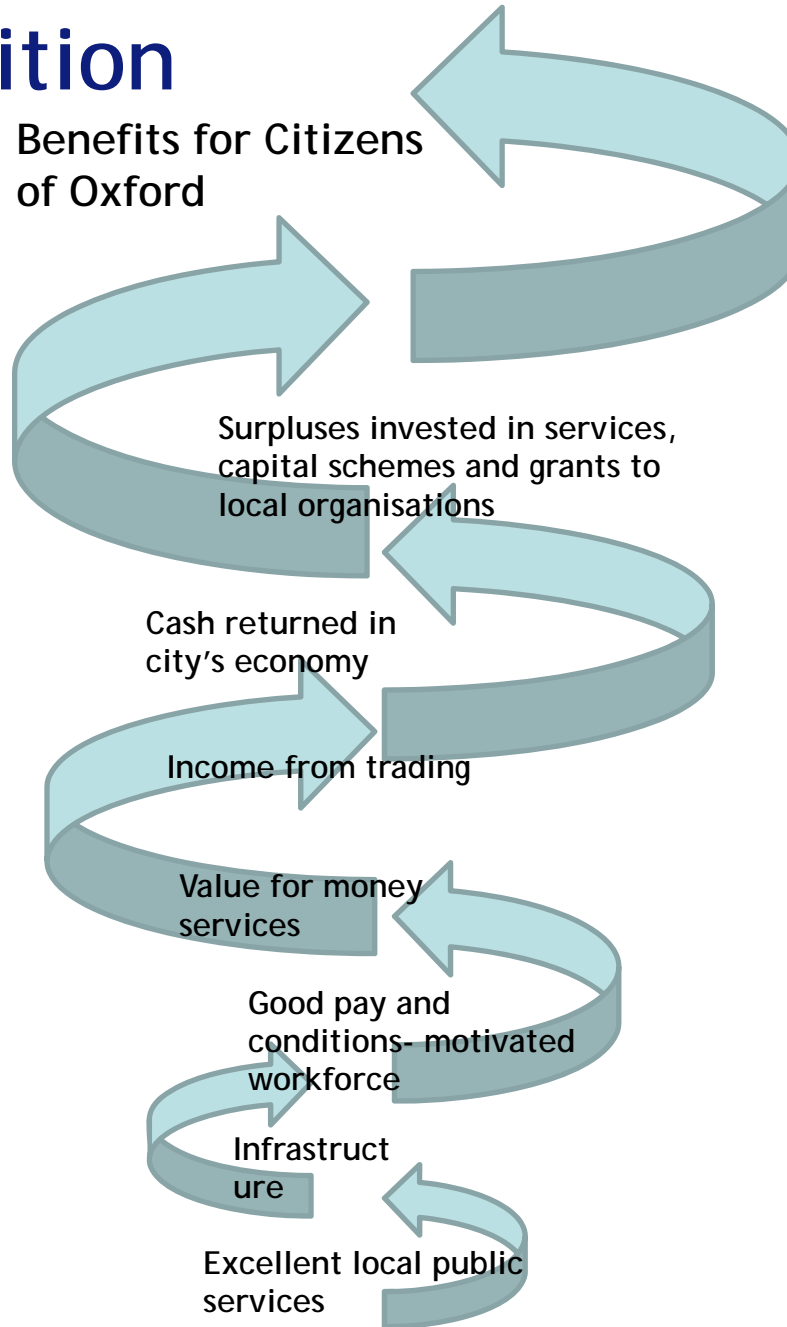
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# Value Proposition

Benefits for Citizens  
of Oxford



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# Strategic Conditions

- Driven to deliver more – rather than cut
- Commitment to local secure employment, good T&C's
- Organisation prepared to take risks
- Existing strong in-house DSO
- Some previous experience of trading
- Time to get it right

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# Trading Strategy

Risk/Complexity



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# Our Niches

**Local  
Firms**

**Oxford  
Direct  
Services**

**National  
Contractors**

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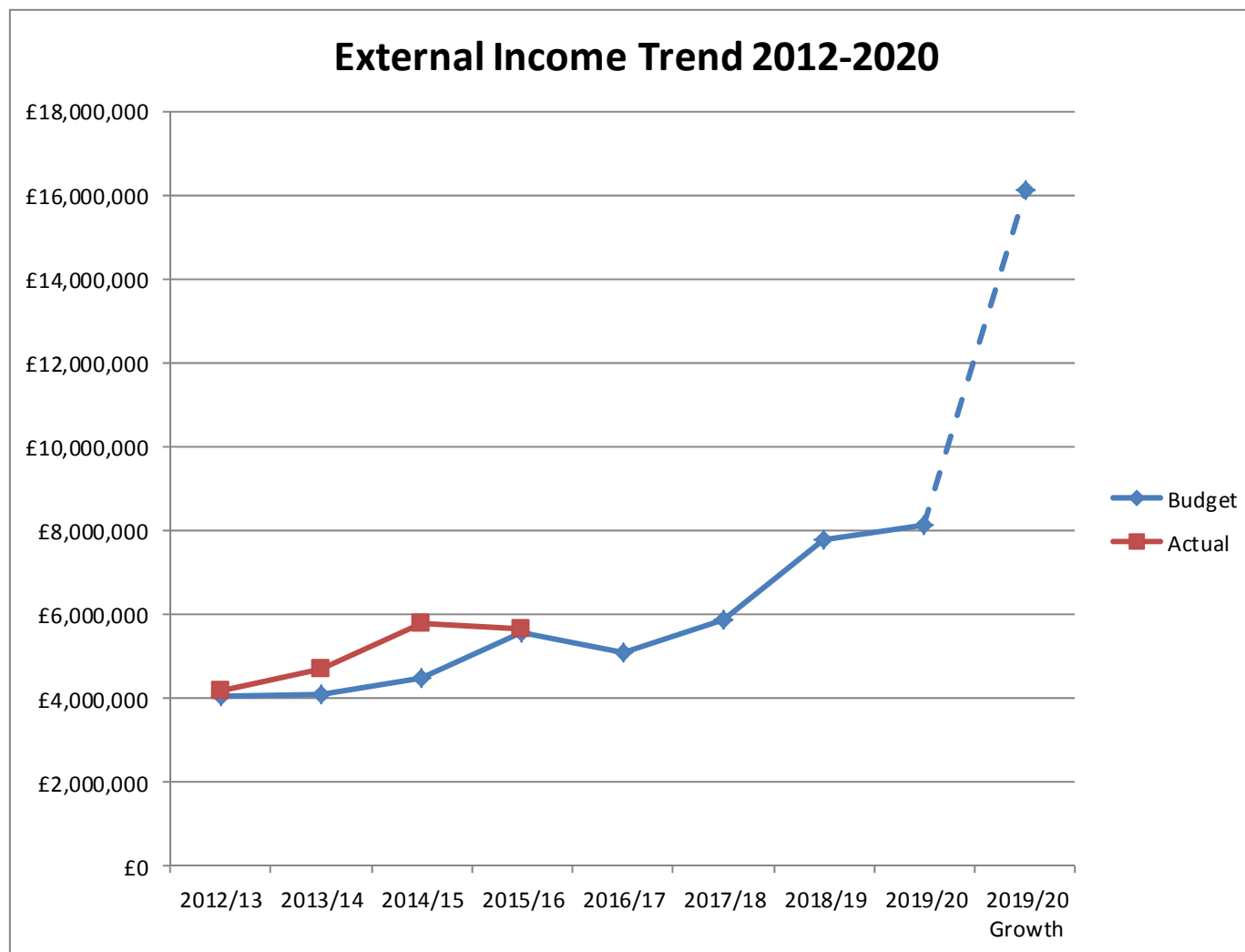
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# Trading turnover targets



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# Our U.S.P.

- Trusted organisation
- One stop shop
- Easy in, Easy out
- Easy to deal with
- Additionality e.g. - Trade waste
  - Play equipment for schools
  - Compliance

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# Commercial - Public Service ethos

- Building off what you already do well
- Where you are driving efficiency
- Your niches in the market
- Where the numbers drive you
- Build capacity
- Capacity & Competency

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# Commercial - Public Service ethos

- Part of wider proposition
- Council remains by far biggest client
- The “why” is a powerful driver
- Commitment to quality employer
- Council makes the cash but holds all the risk

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# Commercial - Public Service ethos: Tensions

- Speed of decision making
- Multiple clients and expectations
- “Trading envy”
- Impact on support services
- The best is good enough for us all
- One Council – the why

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## Key to our success

- Strong sense of why
- Organisation prepared to take risks
- Work hard at One Council
- Proved privatisation does not have to be the answer
- In-sourcing and trading
- Becoming more entrepreneurial for a social purpose

ACHIEVEMENT  
AWARDS 2014  
WINNER **IMJ**



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