

 <p>Brent</p>	<p>Cabinet 27 June 2016</p> <p>Report from the Strategic Director of Resources</p>
<p>Civic Enterprise Strategy</p>	

1.0 SUMMARY

- 1.1 The reduction in grant funding by 2020 means that we need to maximise all possible revenue generating and cost saving opportunities. Sitting under the umbrella of Brent 2020 Civic Enterprise is a practical and tangible approach that will help to identify, evaluate, support and develop opportunities to do this.
- 1.2 Civic Enterprise has an evangelical role to promote and support development of business based skills that will create greater self-sufficiency with the objective of under pinning financially sound and sustainable council services that can benefit Brent residents in the future.
- 1.3 There are deep pockets of existing skills and experienced staff with good ideas that require commercial support and/or development to create or realise the income generating or saving potential.
- 1.4 This report sets out the Civic Enterprise strategy for achieving this commercial potential and for endorsement by Cabinet.

2.0 RECOMMENDATIONS

- 2.1 Approval of the Civic Enterprise strategy which sets out the approach, the overall objectives and the timeline.

3.0 DETAIL

Background

- 3.1 Brent 2020 sets out the council's strategic vision and priorities up to 2020 which include initiatives to offset the reduction in grant funding. Civic Enterprise is one of these initiatives.

- 3.2 Civic Enterprise is organised into 5 specific work streams that will support and drive a number of identified ideas to deliver their objectives of producing either a saving or to generate income.

In addition there is a 6th work stream that supports culture change and communication. This work stream is an over-arching stream as it applies to everyone in the organisation as we educate ourselves and each other to become more enterprise aware

1. Sharing services; back office and front line
2. Traded services
3. Fees and charges
4. Debt recovery and minimisation
5. Income generation
6. Culture Change

4. FINANCIAL IMPLICATIONS

- 4.1 Savings targets have been set against key themes in the budget together with a timetable for key deliverables.
- 4.2 There may be costs associated with taking an approved idea through a number of stages from inception to a solid business case for approval. These will vary dependent upon the idea and may include; research, soft market testing, specialist support and investment costs to set up for an appropriate commercial vehicle or equipment. Each business case will include a financial model showing the forecast return on investment including costs, income and surplus to underpin each request for investment monies.
- 4.3 There will also be many ideas and opportunities that will be put in place by individual departments as part of the development of their business as usual.

5.0 LEGAL IMPLICATIONS

- 5.1 There are no legal implications arising from this report.

6.0 EQUALITY AND DIVERSITY IMPLICATIONS

- 6.1 There are no equality or diversity implications arising from this report.

7.0 STAFFING/ACCOMMODATION IMPLICATIONS

- 7.1 There are no staffing or accommodation implications arising from this report.

8.0 ADDITIONAL INFORMATION

None included.

9.0 BACKGROUND PAPERS

Civic Enterprise Strategy

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