



Resources and Public Realm Scrutiny Committee – Supplementary Agenda

Tuesday 8 November 2016 at 7.00 pm

Boardrooms 7&8 - Brent Civic Centre, Engineers Way,
Wembley HA9 0FJ

Membership:

Members

Councillors:

Kelcher (Chair)

Davidson (Vice-Chair)

Aden

S Choudhary

Ezeajughi

M Patel

Tatler

Substitute Members

Councillors:

Chan, Harrison, McLeish and Naheerathan

For further information contact: Tom Welsh, Governance Officer
020 8937 6607; tom.welsh@brent.gov.uk

For electronic copies of minutes, reports and agendas, and to be alerted when the minutes of this meeting have been published visit:

www.brent.gov.uk/committees

The press and public are welcome to attend this meeting

Supplementary Agenda - Presentations

Item	Page
5 Income Generation	1 - 14
A presentation on the Civic Enterprise Strategy is attached for members' information, to be considered alongside the report previously circulated.	
6 Update on the Community Access Strategy	15 - 22
A presentation on the Community Access Strategy is attached for members' information, to be considered alongside the report previously circulated.	



- Please remember to **SWITCH OFF** your mobile phone during the meeting.
- The meeting room is accessible by lift and seats will be provided for members of the public.



Civic Enterprise

Background

The reduction of grant funding by 2020 means that we need to maximise all possible revenue generating and cost saving opportunities. Sitting under the umbrella of Brent 2010 Civic Enterprise is a practical and tangible approach that will help to identify, support and develop opportunities to do this.

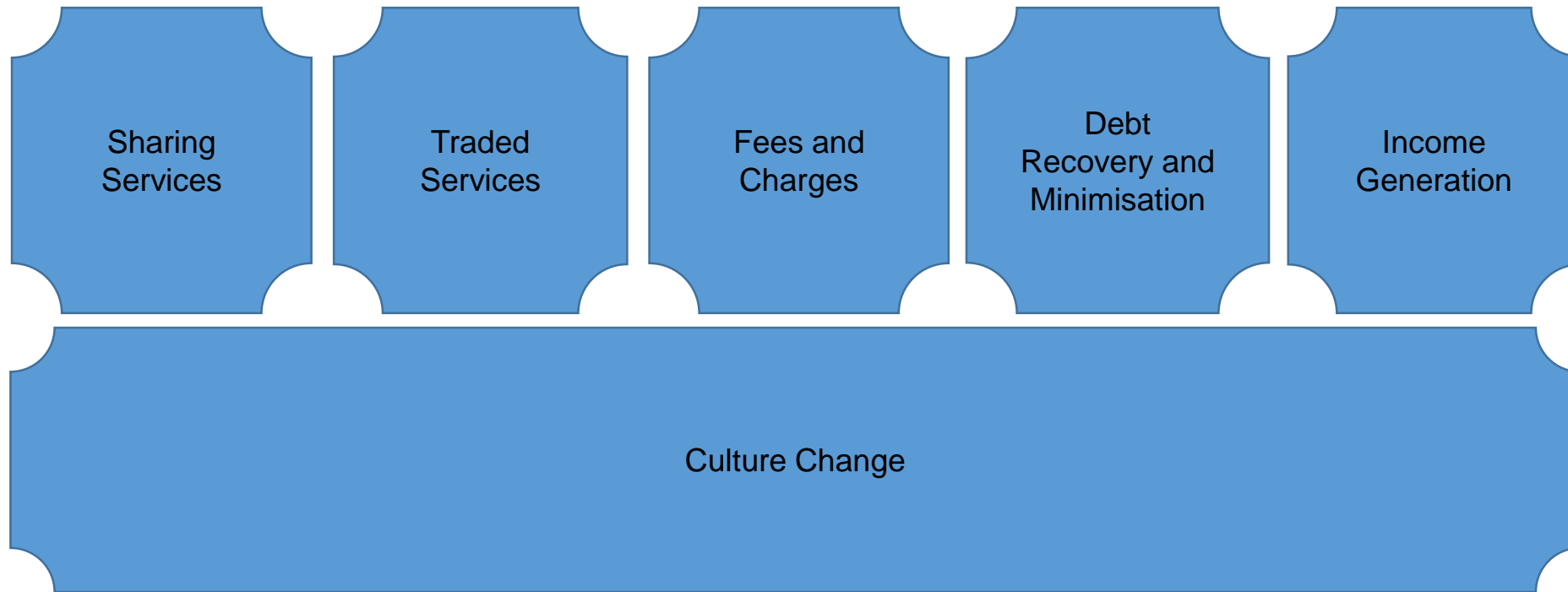
The Role of Civic Enterprise

- 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 residents in the future.
- To empower staff to think differently and to be more creative and innovative
- To deliver better outcomes for the residents and the Council

Civic Enterprise Strategy

- The Civic Enterprise strategy was developed and approved by Cabinet in June 2016
- A £5.6m financial target for 2017/18 to 2018/19 was approved by Cabinet in February 2016
- Civic Enterprise was organised into six specific work strands to either produce a saving or to generate income

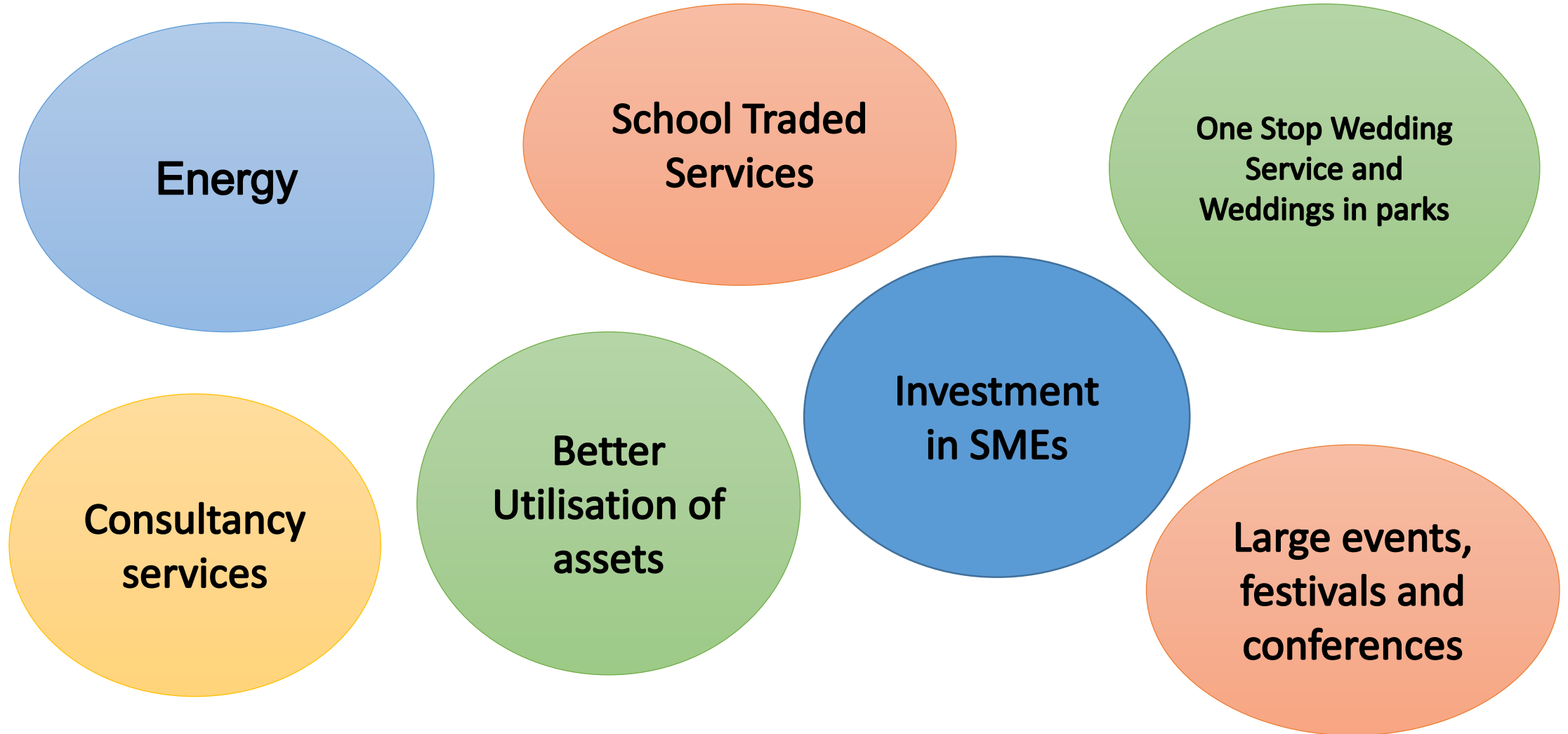
Civic Enterprise Work strands



Income Generating

- Consultation and Engagement-400 ideas were generated in a number of staff engagement sessions
- Six ideas with greater potential for income generating and social value were selected
- Extensive market research and analysis were conducted to assess viability of the ideas

Income generating projects-Stage one



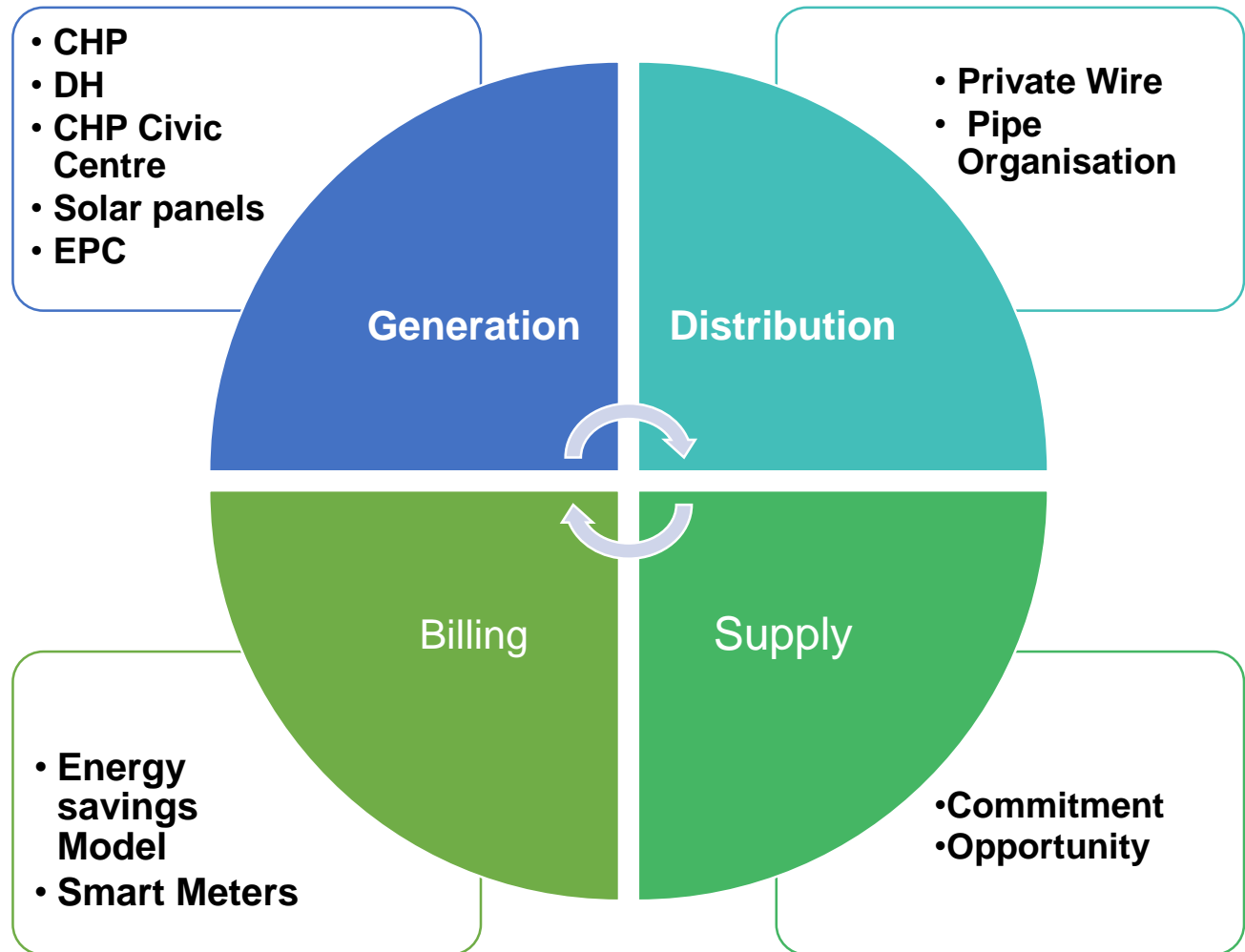
Energy Development Project

Social Value, Income Generating, and Sustainability

Page 8

Objectives

- Fuel Poverty
- Social Value
- Carbon Reduction
- Sustainability
- Surplus Income



Weddings

- Increased income from £40K in 2015/16 to £118,000 to September 2016
- The Council will offer one stop shop wedding planning services
- Roundwood Park will be licensed for wedding ceremonies and flexible wedding reception packages will be offered in a number of Brent's parks. Potential income of £339,000 in 2017/18
- Organising a Wedding Show in February 2017 at Civic Centre
- Actively Marketing our wedding services London wide

Additional Income Targets

Additional income of £3,611,709 by 2018/19

- £1,580,230 in 2017/18
- £2,031,479 in 2018/19

Progress on Income generating projects

- Solid Business cases have been developed with clear financial targets
- Started implementing the business cases
- Working closely with teams to generate additional ideas for income generating
- Supporting and encouraging staff to think differently and actively participating in income generating activities
- Activities and financial targets are regularly monitored by the Civic Enterprise Board and the CMT.

Achievements

- Income generating activity has resulted in a 10-year contract being signed with Arqiva to place wireless cells on lampposts, this will bring in over £260k and £80k has already been received.
- A procurement exercise is currently underway for tenderers to buy space on council assets and planning approval is being sought to enable seven new sites around the borough to also be offered for advertising space. The current contact with JC Decaux will be renegotiated to secure a mutually beneficial agreement.

Achievements

- In October 2016 Cabinet approved the implementation of an in-house bailiff service, the debt recovery project is on track to achieve £1m in 2017/18.
- The Civic Enterprise Team are building on opportunities arising from Wembley Park event days by organising income generating initiatives.

Future Plans

- Develop and implement additional new income generating ideas
- Develop an entrepreneurial culture and encourage innovation-increasing commercial awareness, Civic Enterprise Champions, innovation incubators, suggestion boxes, etc.
- Support service areas to develop and take to market new income generating ideas
- Develop mutually beneficial partnerships
- Continue to support staff to think and deliver differently

Community Access Strategy

Scrutiny Committee

8 November 2016



Brent



Background

Community Access strategy agreed by Cabinet October 2014

- 4 Key Aims :
 - Improving residents' experience
 - Redesigning access arrangements to meet differing needs of residents
 - Extending and improving services available on line to increase self service
 - Making access arrangements more efficient, eliminating duplication and better managing customer demand



Key Project work streams

- Implementation of “ My Account “ and extending on line services
- Review of telephone handling and use of technology to support this
- Reconfiguration of Customer Service Centre to better support self service and integrate with partners
- End to end review of services e.g care leavers
- Development and relaunch of Customer Promise and standards to support cultural changes



Key Achievements

- My Account— over 54,000 residents have created account.
- Residents can manage Council Tax, Benefits, Rents on line— further 10 on line services by end 2017.
- Improved telephone answer rates- with 85% high volume calls answered
- Reduction to telephone calls received (3M to 1.8M)
- Reduction to published numbers from 229 to 79
- Redesign of Customer Service Centre increasing self service facilities and integrating partners : CAB, JCP and Brent Start
- Annual savings £1.5M



Improving Residents Experience

- Review of Customer Promise and relaunch planned
- New Customer Promise score card measuring performance against published standards
- Satisfaction benchmarked across all channels
- Residents feedback to inform service planning – tool kit for managers in development



Next Steps

- New Digital Strategy and board- accelerated channel shift
- Implementation of further 10 on line services into My Account
- Work force strategy to incorporate “ Customer focus ”- ensuring that recruitment, performance management and learning and development support aims of Community Access Strategy
- Launch of Customer Promise themes

Customer Promise Themes

Respect – We understand your situation and that it is unique to you. We will always be sensitive to your needs

Ownership – We aim to resolve enquiries at the first point of contact. If we can't, we will endeavour to find you the right team who will be able to do so and keep you informed

Honesty – We may not always be able to deliver what you want, but we will explain why we can't and where appropriate, signpost you accordingly

Feedback – We want to know about your experience with us, whether good or bad. We endeavour to act on that feedback

Time – It's not just 'how' but also 'when' we will do things by. We will always provide timescales for actions and will commit to honouring these



Questions & Thank you



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