



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.

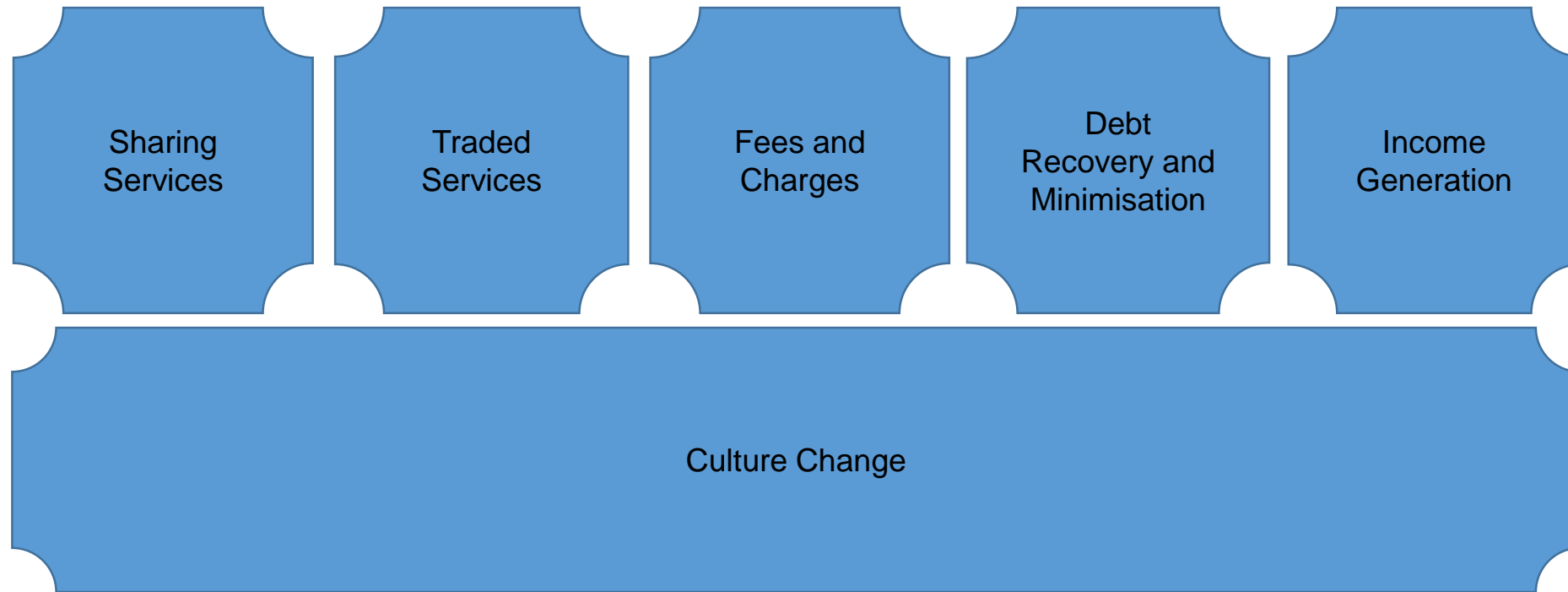
The Role of Civic Enterprise

- 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

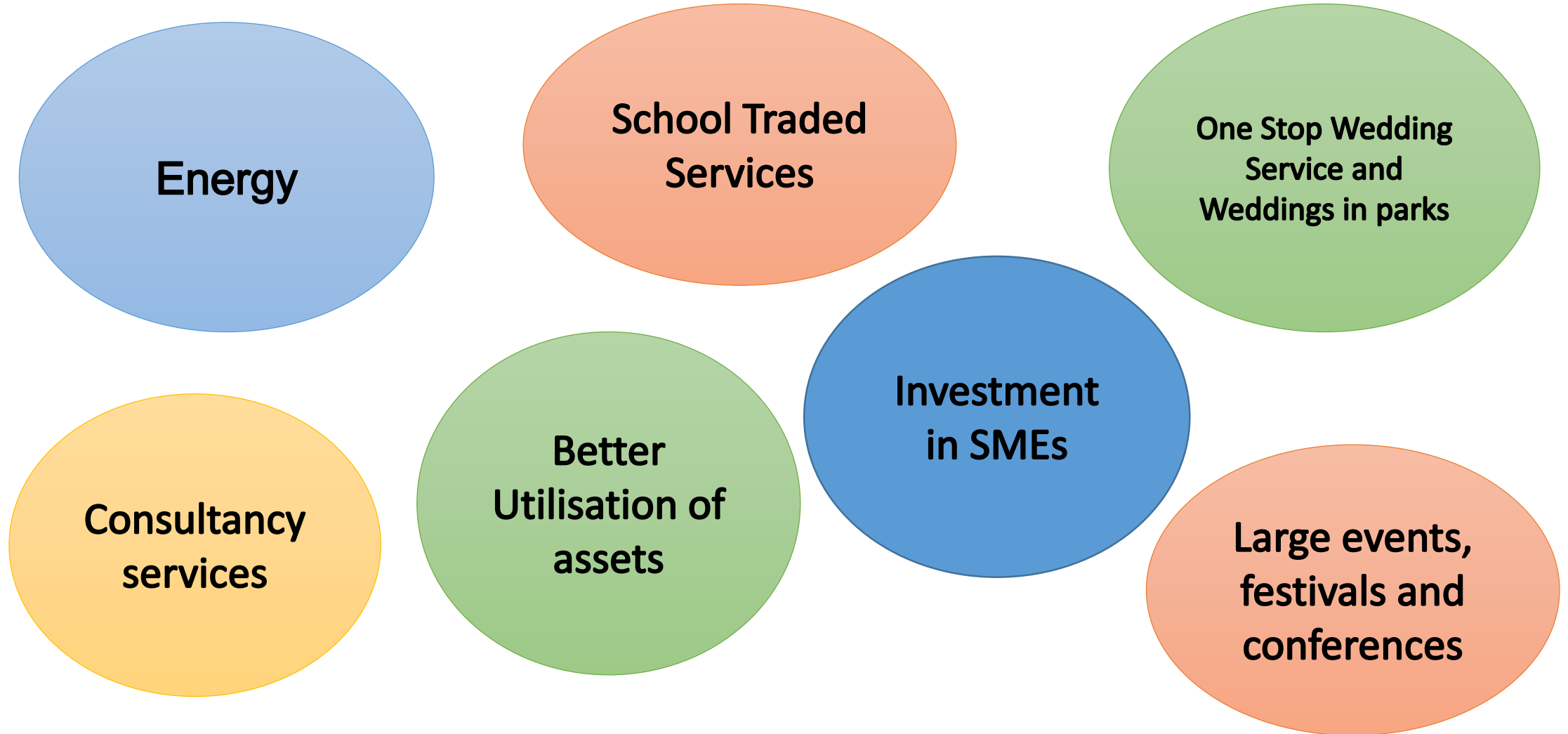
Civic Enterprise Work strands



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

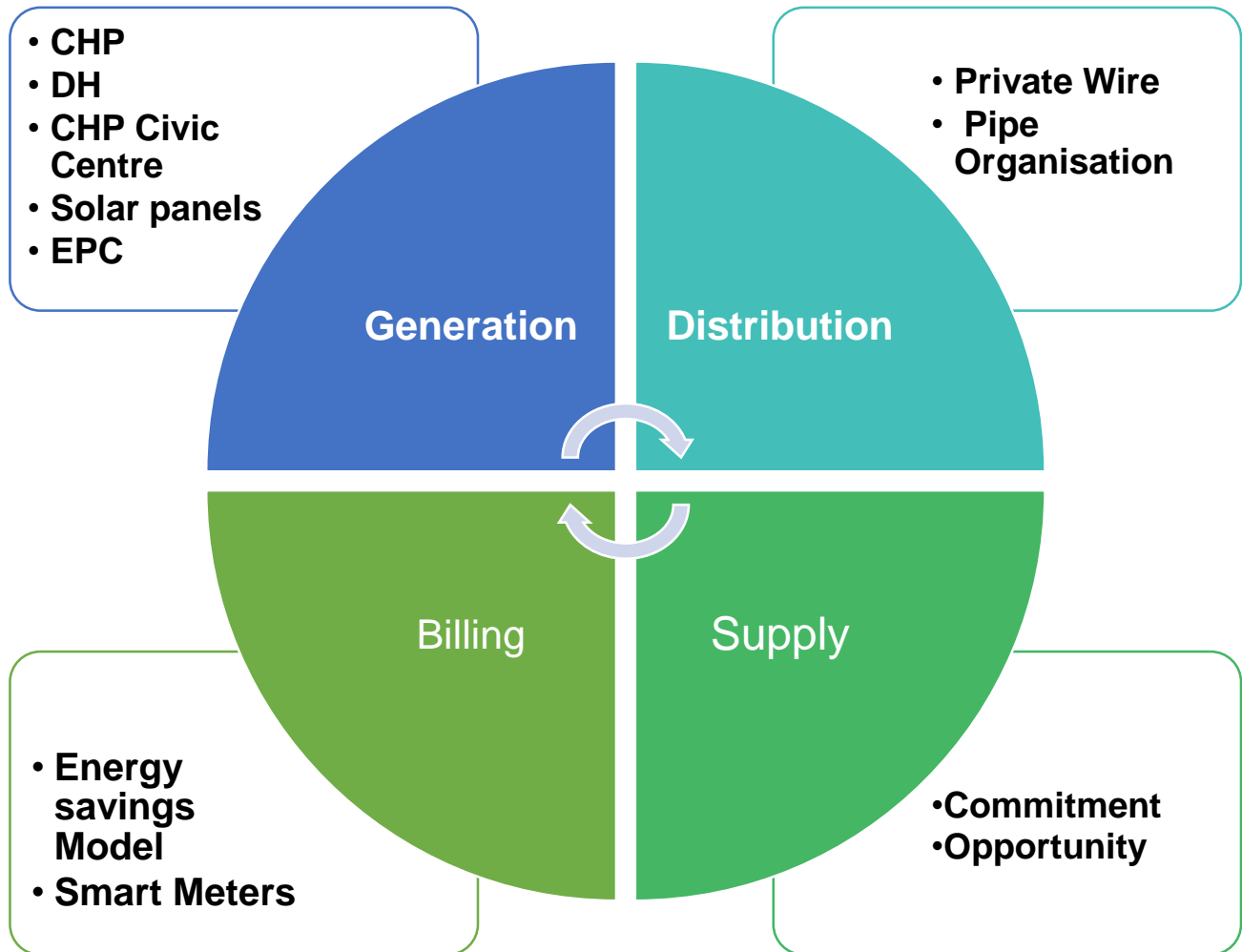


Energy Development Project

Social Value, Income Generating, and Sustainability

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