Welcome to **Colchester's Commercial Story**

Adrian Pritchard

Services provided by Colchester Borough Council

- Abandoned and nuisance vehicles
- Allotments
- Aqua Springs
- Building Control
- Business Rates
- Car Parks
- Cemetery and Crematorium
- Charter HallOpens new window
- Colchester + Ipswich MuseumsOpens new window
- Leisure WorldOpens new window
- Council Tax and Benefits
- Dogs - microchipping, lost and found dogs, dog fouling
- Elections and voting
- Emergency information
- Environmental health

Housing
- Licensing
- Market and street trading
- Noise and nuisance
- Parks
- Pest control
- Planning
- Playgrounds
- Pollution
- Recycling and rubbish - including reporting missed collections, check your collection day
- Residents parking
- Sports and recreation grounds
- Street care - Graffiti, dog fouling, abandoned vehicles, litter bins
- Town Hall weddings and events

Services provided by Essex County Council

- Activities, Arts and heritage
- Births, ceremonies & deaths
- Blue badges
- Business advice
- Education & Schools
- Environmental issues
- Health & social care
- Libraries

- Trading standards
- Transport & roads
- Waste strategy
- Libraries
- Planning
- Recycling Centres
- Essex Record Office

The Colchester Story

- Customer

- Commercial

- Community

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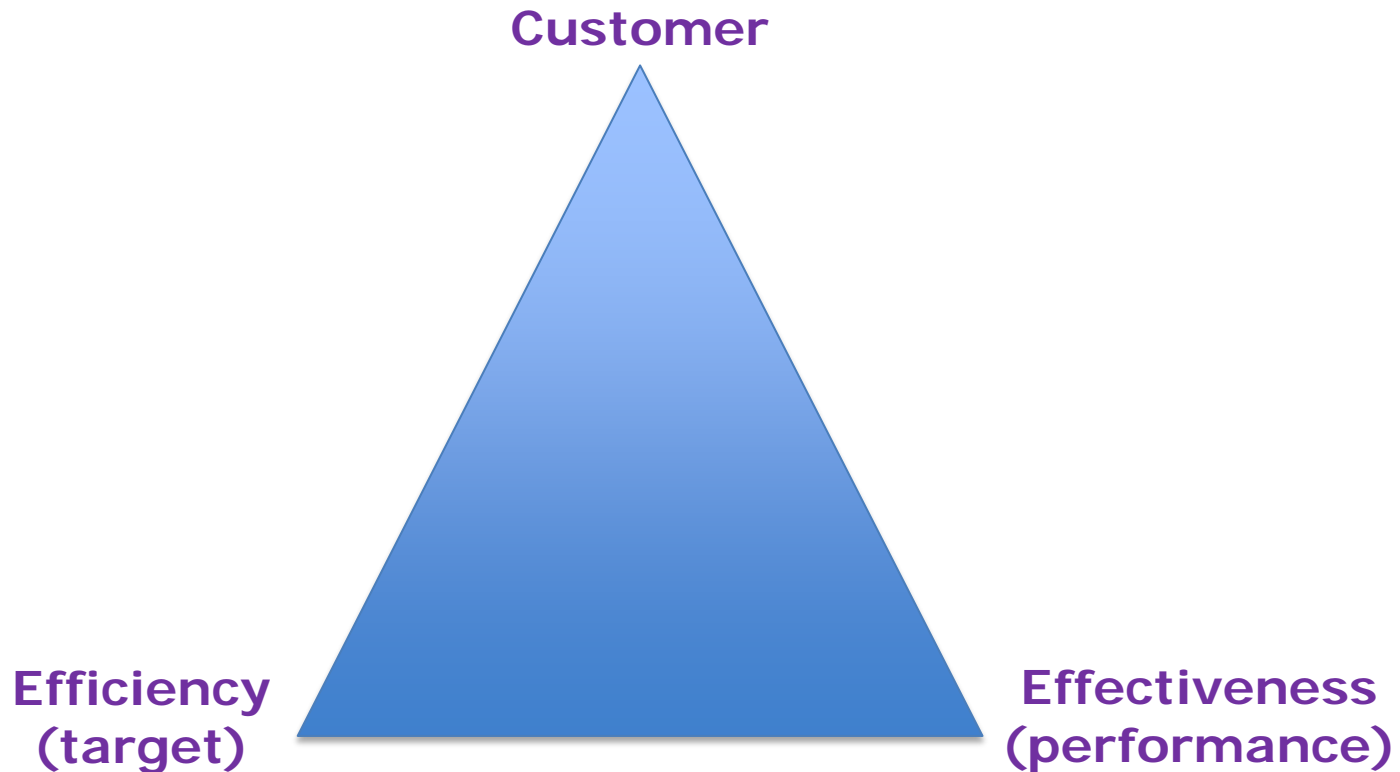# The Colchester Story So Far

2008 – Fundamental Service Reviews

- Planning, Protection and Licensing
- Housing
- Revenues and Benefits
- Street Services
- Colchester's Housing and ALMO (CBH)
- Sport and Leisure
- New Housing Arrangements
- Corporate and Financial Management
- Customer Futures (remodelling Customer Services)

The Colchester Story So Far

- Fundamental Service Reviews

Customer

Efficiency (target)

Effectiveness (performance)

The Colchester Story So Far

- 2008 – Fundamental Service Reviews
- 2010 – Fundamental Organisational Review
  - » Journey Management
  - » Behaviour Change
  - » Commercial
  - » Locations
  - » Organisational shape
  - » Cultural Change
  - » Organisational governance
  - » ICT
- 2010 – Flexible Working (agile)

The Colchester Story So Far

2008   Fundamental Service Reviews

2010   Fundamental Organisational Review

2010   Flexible (agile) working

2011   Savings targets

Commercial income targets

2012   Asset usage

2013   Trading Board established

Revolving Investment Fund (RIF)

Sub-Committee

The Colchester Story So Far

2014   Business / land acquisition

        Council as developer

2015   Garden Settlements initiative

        Housing company proposal

2016   Digital challenge

        Smarter working

        Paper chase

        Customer self-serve

        Internal self-serve

Financial Resources

	Income in 2010	Income in 2016
Central Government	33%	20%
Council Tax	33%	20%
Income Charges	33%	60%

How does the private sector become more Commercial?

- Continually looking for efficiencies (driving costs down)

- Increasing total revenue (driving up profit)

- Increasing productivity (driving up pure profit)

- Taking greater market share (spreading overheads wider)

- Improve company image (building the brand to trade on)

- Investing in Research and Development
  (conveyor belt of future income lines)

The Entrepreneurial Council

Customer	Commercialism	Community
• Avoidable contact	• Flexible charging	• Community development
• Channel shift	• Commercialise services	• Community ownership
• Customer journeys	• Strategic procurement	• Delegate functions
• Transactional cost transfer	• Asset usage	• Transfer assets
• Efficiencies	• Borrowing investment	• Voluntary organisations
• Rationalisation	• Developer role	• Volunteering

The Digital Generation

- Changing customer expectations

- Constant delivery improvements

- Transaction costs transfer

- Customer utility

- Changing customers expectations and behaviour

Changing customer behaviour – techniques

- Hugs
- Nudges
- Shoves
- Smacks

What do these look like?

Behavioural Change – Local Council Tax Scheme

Council Tax support scheme
Late Council Tax payers

Control Group
Send two page threatening legal letter

Intervention Group
Send simple text saying you owe money

Result
15% increase in payments from Intervention Group

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Commercialisation Services

- Which ones?
- How?
- For what?
- Competitors?

Commercialisation Assets

- Buildings
- Land
- Physical infrastructure
- Intellectual property
- Joint ventures
- Wholly owned companies

Commercialisation
Community

- Days of action
- Volunteers
- Voluntary sector
- Service delivery
- Asset ownership

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Culture

Conformity or

- Answers
- Here and now
- Promotion for success
- Identifying some dots
- Training

Inquiry

- Questions
- Time and space
- Reward for creativity
- Connecting the dots
- Learning

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Organisational Goals

Customer

Inspired staff who do the right things and are proud to work for the Council.

Business

Become commercially focused and even more businesslike in order to be free of government grant by 2017.

Culture

Help our customers access our services and deliver on our communities needs.

Underpinning attitudes and behaviours

Customer

Manage
I enable customers to help themselves where they can and make it easy for them to access our services

Understand
I actively listen to my customers and use feedback to meet their needs and improve our services

Own
I take responsibility for the customer, learning from mistakes made and making amends for my customers where I can

Excel
I will strive to get it right for my customers and do the best job I can

Business

Efficient
I constantly seek out income generating opportunities and efficiencies and aim to provide more for less to achieve the best possible value for residents and taxpayers

Creative
I will create novel and effective solutions to improve services and ways of working and challenge conventional practices

Savvy
I am commercially shrewd and understand the cost/benefit principles, including return on investment, of business planning

Promotional
I am enthusiastic about our services and products and look for opportunities to promote and sell them

Culture

Develop
I am responsible for continually improving my personal skills and knowledge and will develop and grow for the benefit of the organisation

Transform
I will adapt as the world around us changes and strive to improve the services we provide; recognising that change is necessary for our future success

Respect
I understand that we are collectively responsible for delivering excellent services and respect my colleagues for their contribution; if they succeed, I succeed

Pride
I am proud of what we do and act as an ambassador for the council

Customer bear - *Miles*
Business bear - *Mercury*
Culture bear - *Bear-dicca*

Corporate needs for commercialism to succeed

- The narrative of need
- Defining the operating model
- Financial targets
- Capture and evaluation of ideas
- Political buy-in and engagement

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Corporate challenges for commercialism to succeed

- Appetite for risk
- Full costs and recharges
- Investment needed
- Lead-in time
- Rate of return
- Skills and attitude

Remember.....

- Reality is the enemy of the dream

- The dream only occurs when grounded in reality