



Generating Income

Principles, performance and possibilities

A discussion paper



Overview

- This discussion document serves the dual purpose of informing members about the work that is ongoing within BCC to identify and develop new income streams.
- It encompasses papers that have been discussed by the senior leadership team as well as key passages from the recent KPMG report into income generation.
- Describes the approach to commercialism that is taking shape now
- Identifies opportunities to derive greater income from existing activity
- Sets out the principles for the identification of new business opportunities and invites members of the commission to identify the business opportunities that they would like to see developed



Trading and Local Government

- In times of austerity it makes sense that in order to ensure sustainable and reliable sources of funding, the Council seeks to use all its powers to generate income, and legislation in recent years has provided the scope to do this:
- Under the Local Authorities (Goods and Services) Act 1970 councils were given powers to enter into agreements with each other and with a long list of other designated public bodies.
- The Local Government Act 2003 added further possibilities. It enables councils to trade in activities related to their functions on a commercial basis, with a view to profit, through a company.
- In addition, the 2003 Act empowers councils to charge for any discretionary services on a cost recovery basis.
- The enabling powers contained in the Localism Act 2011 that enshrined the General Power of Competence, allow a Council to do anything
- *“an individual may generally do, anywhere in the UK or elsewhere, for a commercial purpose or otherwise, for a charge or without a charge, without the need to demonstrate that it will benefit the authority, its area or persons resident or present in its area (although in practice councils will want to realise such benefits).”*
 - The General Power of Competence, Empowering councils to make a difference. LGA July 2013



Trading vehicles

- The power to trade under each of the above provisions must be exercised through a company. The types of company permitted to be set up for local authority trading purposes under the legislation are;
 - Companies limited by Shares
 - Companies limited by Guarantee
- Other vehicles
 - Industrial and Provident Societies
 - Social enterprise
 - Unincorporated Business Structures – the Contractual Partnering Approach



Companies

- **Limited by shares:** This is a popular vehicle for commercial trading by local authorities where profit is a key motivator and/or the private sector is involved.
 - Shareholders control the company and decisions made by shareholders will include the payment of dividends and the appointment of directors
 - The liability of members (i.e. the LA shareholder(s)) is limited to the amount which remains unpaid on any shares owned
 - The trading income earned by the company (after deduction of operating expenses, taxes, wages and Directors fees) is available to shareholders who can plough the profits back to the company or pay them out to themselves in the form of a dividend
 - It may borrow money (debt funding)
 - A majority of shares (51%) is normally enough to control the Board of Directors
 - Objectives of the Company are set out in its Memorandum of Association
 - Regulation and management of the company will be set out in the Articles of Association and/or accompanying agreement
- **Limited by Guarantee:** This is a vehicle used for not for profit entities such as community organisations because there is generally no wish to trade, or to pay dividends to shareholders. It is unlikely therefore to be an appropriate structure where the key LA driver is to generate income to plough back into the Authority.



Other Vehicles

- **Industrial and Provident Societies:** These are set up to conduct business either as a co-operative (i.e. for the benefit of its members), or alternatively for the benefit of the community. Many housing associations are set up as IPS's and the structure has also been found useful in some other local authority contexts such as leisure home care and libraries.
- **Social Enterprise:** Each of these legal forms can also be used to operate a social enterprise (e.g. Co-operative or Mutual) existing primarily for social and/or environmental purposes. However if the objective of the organization is to make a profit to plough back into the authority to support other services then a company limited by shares would appear to be the only appropriate model.
- **Unincorporated Business Structures: – the Contractual Partnering Approach:** As an alternative to a company structure a service may enter into a contractual joint venture with a private/public sector provider. Here there is no separate legal entity created. Instead there is simply a contractual relationship between the parties. Accordingly everything that the parties want to agree and write down in relation to the workings of the joint venture must go in the contract.



KPMG FEEDBACK ON OUR COMMERCIAL ENABLERS

Introduction

Our Summary Findings are split across two key headings. Firstly, below we have collated our qualitative view on the commercial infrastructure and capability of the Council from our interactions throughout the project. On slide 11 we provide a summarised view of the opportunities, categorised by each of the themes identified in our approach. The next section then contains a page for each opportunity, providing further detail and considerations for the particular service.

Summary Findings – Commercial Enablers

Through our engagement we assessed a multitude of financial documents, interacted with a range of Council officers and explored the capability of the financial system. A number of common themes emerged through the work in relation to commercial capacity of the Council. Whilst not necessarily reflective of all services, our work has demonstrated variable commercial capability in some areas of the Council, reducing the ability of the authority to enhance revenue generation. The four themes outlined below give an overview to the primary commercial findings, how these have been evidenced through the project and key levers that should be considered to ensure commerciality underpins interactions across the Council.

(1) Business Planning	<p>There is a lack of robust detailed business planning in a number of key services. This leads to services failing to define critical success factors clearly, and reduces their ability to articulate the resource and capital requirements that will enable growth.</p>	
	<p>Key Evidence</p> <ul style="list-style-type: none"> • Business plans have primarily only been circulated or discussed in areas where plans are in motion for externalisation • In several services where a profit is already being generated, there is a lack of planning to enable further profit margin to be driven 	<p>Key Levers</p> <ul style="list-style-type: none"> • Financial forecasts that convert the vision into three year forecasts. These should be independently verified and stress tested • Detailed market and competitor analysis. This would support the Council to identify competitive advantage or to bundle benefits. • At a <i>de-minimis</i> level, services should seek an appropriate advisor or Executive model that promotes external commercial expertise
(2) Pricing	<p>Pricing is set by statute in several areas of key income or cost recovery, however where the Council has discretion or flexibility to set prices it does not apply an effective pricing methodology or regime, often driven by a lack of grip on the cost base or market data on demand.</p>	
	<p>Key Evidence</p> <ul style="list-style-type: none"> • Pricing within services is often set on historic precedents with year on year percentage rises, rather than a pricing philosophy such as cost plus, target pricing or customer based being used • In a number of cases the Council will have wider public interest reasons for the pricing proposed, but a transparent knowledge of impact is vital to communicate reasons 	<p>Key Levers</p> <ul style="list-style-type: none"> • Consumers: Who are they, what is their ability to pay and how is purchasing behaviour and pricing modelled? • Market: Is the market growing or established, what are competitors charging and what is the flexibility of demand? • Maturity of offer: Where is the product or service in the product lifecycle, what are the strategic objectives of pricing?

Commercial Enablers (contd.)

<p>(3) Financial Information & Accountability</p>	<p>Without robust financial information the Council is unable to manage performance, drive growth or determine the ongoing sustainability of individual services. This reduces the accountability of service leads.</p>	
	<p>Key Evidence</p> <ul style="list-style-type: none"> The Agresso Business World system is not being used to its full capability: some services are using budget monitors rather than basic financial reports to drive performance and therefore do not have complete view of costs for the service. The performance of individual product offers is not monitored through the use of product codes. 	<p>Key Levers</p> <ul style="list-style-type: none"> Financial templates should be developed that permit comparison and promote accountability for services Standardised job responsibilities should be detailed for each service that articulate clear lines of accountability for business performance.
<p>(4) Asset and Commercial Relationship</p>	<p>The Council does not have a methodology for prioritising capital or revenue investment. When evaluating investment cases, the whole life cost and benefits are not fully appraised to ensure there is a commercial basis for proceeding.</p>	
	<p>Key Evidence</p> <ul style="list-style-type: none"> A number of services are either unable to effectively communicate and build revenue or capital investment cases, or are unclear how appraisal of these cases would take place The Council is unable to determine and allocate costs of buildings across the Property portfolio inhibiting the Council's ability to unlock latent site potential. Anecdotal evidence suggests that the authority is not resourced adequately to drive commercial value 	<p>Key Levers</p> <ul style="list-style-type: none"> A clear methodology for assessing investment cases over both revenue and capital should be made with an appropriate governance model surrounding approval Financial appraisal modelling such as Return on Investment, Net Present Value and Weighted Average Cost of Capital should be an integrated part of proposal and assessment of business cases, using social value or ROI models where appropriate.

Formative Opportunities

Through the engagement a number of services have identified existing work is ongoing to raise income or increase margin. There were also several key services, such as Housing and Waste where anticipated meetings did not take place due to Council Officer availability. In light of these constraints detailed analysis was not completed, however pages 37 to 40 outline the high-level analysis performed and opportunities identified within these services.

Potential Income

For each opportunity identified we have calculated a potential gross income achievable should the authority implement the recommendation in full. As per the scope of this work, this only provides an indicative view and further work should be completed to validate this value and any costs associated with opportunity realisation.



CASE STUDY: BCC TRADED SERVICES

-  Theme One: Optimising Existing Revenues
-  Theme Two: Existing Services in New Operating Model
-  Theme Three: New Service Offers
-  Appendices

Opportunity

Drive revenue growth or reduce subsidy within the Trading Service business portfolio.

Detail

Background

Traded Services comprises a number of businesses that provide non-statutory services to the public such as Nurseries, Golf and Landscaping. Trading Services recognise there is a lack of business planning across services, however also identify limitations in recruitment and procurement that inhibit revenue growth.

Opportunities for additional revenue generation or margin

- Given the non-statutory nature of these services there should be strategic agreement that precludes subsidy from the Council except for Capital purposes or where there is evidenced commercial gain for the Council. Last year the subsidy requirement from the council totalled £566k.
- Each business lead should be accountable through a business plan, as below:
 - A plan should be drafted defining a vision for the business, anticipated resource and capital requirements, and financial forecasts.
 - The volumetric and financial assumptions within the business plan should be independently tested and verified. Where services cannot forecast a contribution to the council, or feel Council processes inhibit growth they should be evaluated for externalisation or exit, unless there are wider strategic reasons for continuing the service.
 - Ongoing monitoring and accountability should operate through the plan and standardised financial reporting, including the use of product codes on ABW
- The opportunity for connecting services, for example, nurseries with events or landscaping with the schools service should be explored and professionalised.

Key Considerations

- On successful operation, a second phase would be to operate outside of Council control to reduce staff on-costs and provide flexibilities in procurement.

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Potential Income

£250k+

This scope considers both growth in the service and the subsidy the Council could reduce.

Implementation Complexity and Risk

Implementation Complexity	
Implementation Risk	

Financial Performance

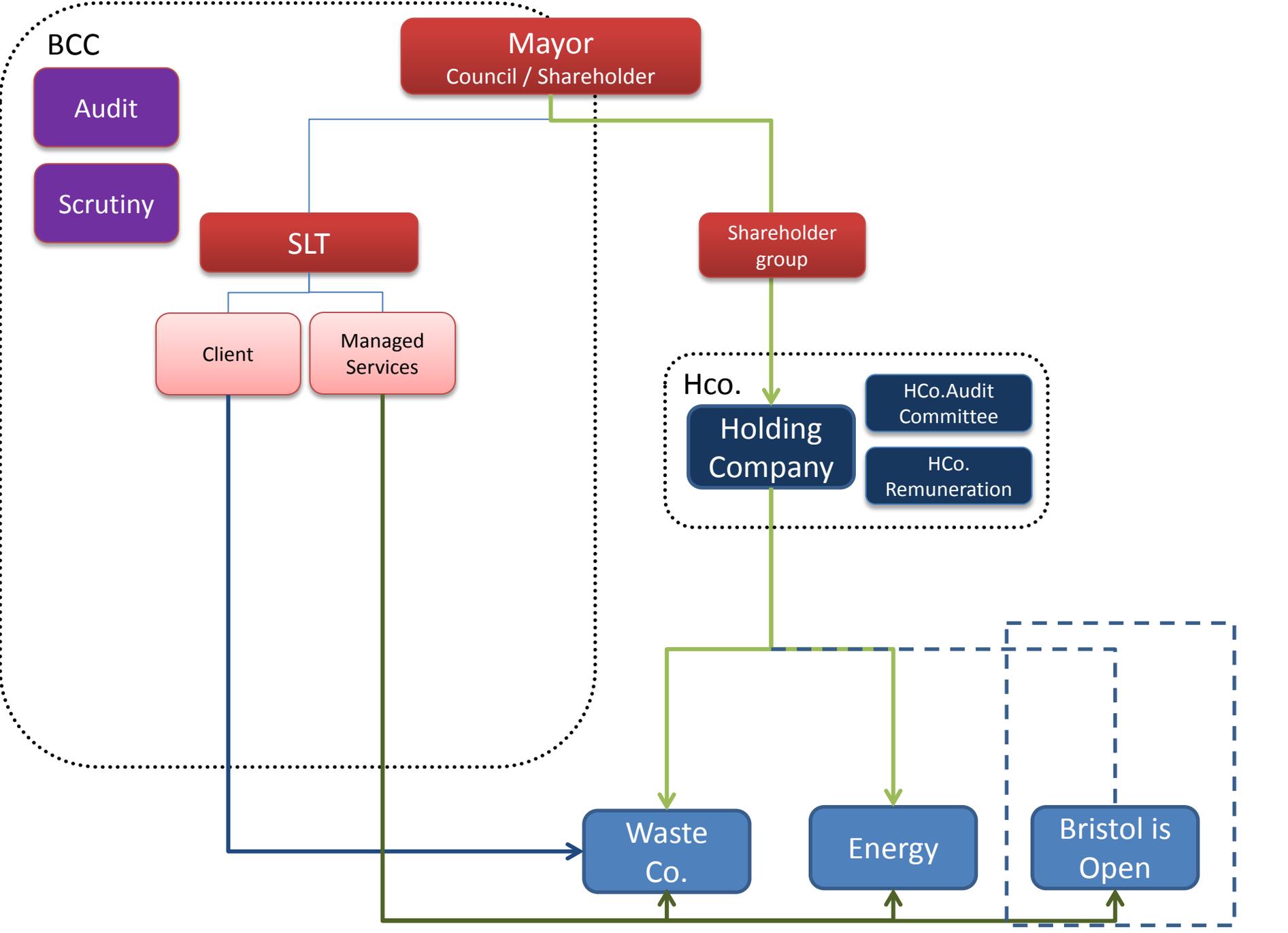
2014/15 financial performance is identified by service below;

	Expenditure	Income	(Profit) / Subsidy
Allotments	£139k	(£209k)	(£70k)
Catering	£787k	(£663k)	£124k
Crematoria	£1,909k	(£3,413k)	(£1,504k)
Café & Kiosks	£875k	(£703k)	£172k
Meals Service	£638k	(£489k)	£149k
Landscapes	£1,831k	(£2,040k)	(£208k)
Nurseries	£776k	(£656k)	£121k
Golf	£64k	(£105k)	(£41k)
Management & Other	£478k	(£28k)	£451k
Traded Services	£7,498k	(£8,305k)	(£807k)

Please note some individual services have been rolled up under one high-level heading



WHAT ARE WE DOING TO DEVELOP COMMERCIAL SKILLS?



BCC

Audit

Scrutiny

SLT

Client

Managed Services

Mayor Council / Shareholder

Shareholder group

HCo.

Holding Company

HCo. Audit Committee

HCo. Remuneration

Waste Co.

Energy

Bristol is Open



Recent Company Development in BCC

Bristol Energy

- Limited Company
- Just completed full market entry
- Substantial borrowing against a business case of social and financial goals
- Due to return a profit in a defined timespan

Bristol Waste

- Teckal Company
- Formed at the failure of an outsource contract
- A holding position from which we can develop a new waste service
- Potential to take on other Councils work

Bristol is Open

- Joint Venture with the University of Bristol
- Brings together the Councils fibre ring with the UoB's software and super computers to create an experimentation platform, time on which can be sold to companies



The Holding Company

- Set up to oversee the work of the three Companies
- Agrees the Business Plans of the three Companies
- Checks progress against these plans and handles any variation
- Enforces standards in the way the Companies operate; ethics, values, open data etc
- Speculative role to spot business opportunities between companies (e.g. energy from waste) and new business opportunities



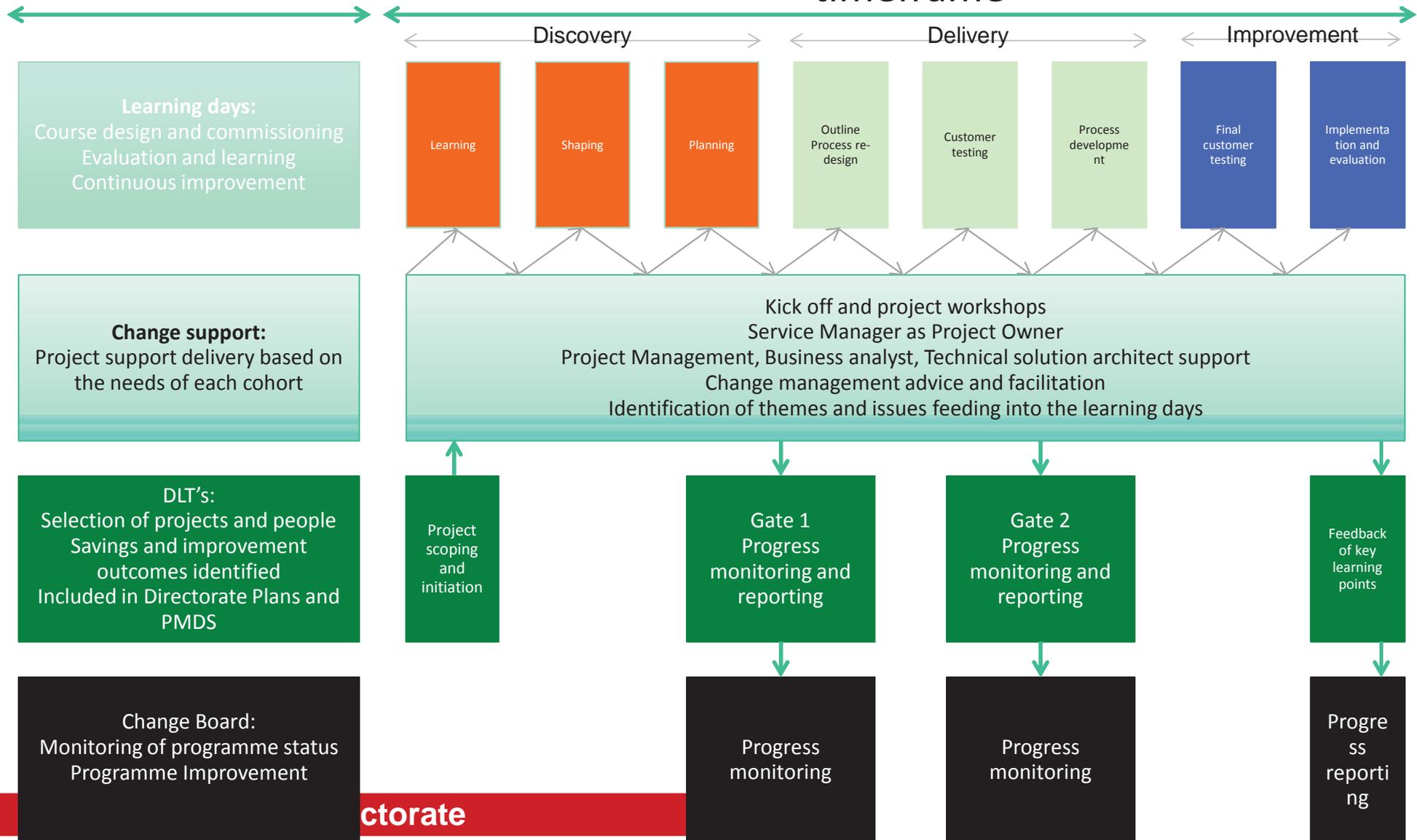
Applied Programme approach

- Projects are identified by DLT's and are delivered within the lifetime of the Programme
- Projects are selected on criteria which are a mixture of savings, deliverability, and digital progression within BCC, adding up to a significant contribution to these agendas
- For all service managers, delivery baked into PMDS targets and Directorate plans
- Enabled via a combination of formal learning days and in-work support
- Delivered by a mixture of external specialists and internal change support with digital awareness and demonstrable experience across all local government sectors
- Progressive skills transfer from external specialists to internal capacity, enabling self sufficiency in delivery 1
- Learning captured to refine the approach to the next cohort and codified into a Manual to identify the Bristol way

Applied Service Re-design Programme

Pre
Course

Course Delivery, 8 month
timeframe





Applied Programme Cohort 5

- Take the results of the KPMG report and develop a cohort of people to deliver the suggested improvements
- Learning to be focused on developing commercial skills and delivering business cases
- Companies formed to be part of the group of companies under the Holding Company

Theme One - Optimising existing revenues

We categorised six services as opportunities for ‘optimising existing revenues’. These are services operated by the Council where there are already clear revenue streams that can be developed through pricing optimisation, reviewing product mix and portfolio offered or maximising customer interactions that are already presented to the service. A summary of opportunities within this theme is outlined below and detailed further on pages 18-24.

Opportunity	Detail and key recommendations	Potential Income
Traded Services Portfolio Analysis	<p>Drive revenue growth or reduce subsidy within the Trading Service business portfolio.</p> <ul style="list-style-type: none"> A number of non-statutory services are subsidised by the Council and should be properly assessed for commercial viability Each service should be made accountable through a business plan that determines financial forecasts 	£250k+
Maximising revenues in Cultural Services	<p>Opportunities to increase revenue or promote wider services exist within the prevailing events contract and also within the site permissions team.</p> <ul style="list-style-type: none"> A deep dive should be performed on the events contract to ensure competitive retender drives best value for the Council As a key entry point for revenue prospects, the resources and onward processes of site permissions team should be evaluated 	£100k-£250k
Bristol Museum and Arts Gallery	<p>The Bristol Museum and Art Gallery should create a working group focused on driving additional income from patrons.</p> <ul style="list-style-type: none"> A working group should be defined to take forward the recommendations of this report and the ‘Retail Thinking’ review This service should act as a key template for other high footfall and event offers within the authority 	£0-£100k
Ashton Court Estate	<p>Develop a clear strategy and momentum for the future of Ashton Court Estate.</p> <ul style="list-style-type: none"> An independent leadership board should be set-up to define the strategy for the Estate All events held on the grounds should be subject to consideration of income generation opportunities by this board 	£250k+
Ad hoc charging model in Adult Services	<p>The pricing model for ad hoc services reflected in the Adult Price book should be updated.</p> <ul style="list-style-type: none"> Prioritised based on the value of the income (or cost recovered), and taking into account those services the authority has discretion to flex, the pricing model should be updated 	£0-£100k
Discretionary licensing	<p>Drive additional growth by increasing prices of discretionary licenses. Ensure existing licenses are fully recovering costs.</p> <ul style="list-style-type: none"> Discretionary licenses should be evaluated for price increase: taxi licensing was identified as having the largest impact The cost accounting for statutory licences should be evaluated to ensure the authority is recovering all costs it is able 	£0-£100k
Range of Total Potential Income		£600k - £1,050k

Theme Two – Existing services delivered through new models

Six services have been categorised as opportunities for ‘existing services delivered through new models’. These are largely services operated by the Council that have a mature business offer and a clear concept for their value propositions. Our view is these six services are at different stages of readiness for new business models. For services with a more mature offer who are progressing toward option appraisal, it should be verified the Council is able to generate best value from any proposed new services. For less commercially advanced services an incubator model should be considered that exposes and validates their ability to operate as a commercial entity. A summary of opportunities within this theme is outlined below and detailed further on pages 26-32.

Opportunity	Detail and key recommendations	Potential Income
Schools Traded Services	<p>A revised option appraisal should be completed on Trading with Schools to ensure the council maximises its investment</p> <ul style="list-style-type: none"> Trading with Schools has an established mature business, however some processes within the Council are inhibiting growth The Council should ensure it realises financial gain from its historic investment in the service, and future interactions 	£250k+
Legal Services	<p>Legal services need to formalise business resources and design processes and infrastructure that optimise drawdown</p> <ul style="list-style-type: none"> Several critical foundations expected of a professional service are not currently available with resource allocation an example A phased separation model should be considered for the service as it develops its value propositions 	£250k+
Emergency Control	<p>Emergency Control should be moved into the incubator model and operate under commercial conditions</p> <ul style="list-style-type: none"> Following centralisation and investment the service will need to scale up its commercial infrastructure to prepare for market A focus should be applied to developing the product portfolio in this service and the subsequent identification of key clients 	£100k-£250k
Markets	<p>The markets service should be moved into an incubator model and design a more commercial proposition</p> <ul style="list-style-type: none"> A clear business strategy is needed to scale revenue and investment into the markets On a return on investment basis the markets should develop a capital plan 	£100k-£250k
Planning	<p>Operating in the formative stages of building a product offer the planning service should develop its commercial offer</p> <ul style="list-style-type: none"> The planning service is developing a product offer outside of statutory services that requires early commercial formalisation Both the business case and proposal for resourcing the service requires professionalising 	£0-£100k
Property	<p>A set of investment principles should be designed based on a technical evaluation of the economic sector and trends</p> <ul style="list-style-type: none"> A clear assessment of the economic landscape within Bristol City should take place focussed on evaluating key themes These principles should be used to determine a balanced scorecard for the land, investment and operational portfolio 	£250k+
Range of Total Potential Income		£950k - £1,350k

Theme Three – Consolidating or optimising services through new service offers

Three services have been scoped as meeting the criteria laid out in the ‘Supporting Business Models to Thrive’ documentation. Whilst representing the most complex opportunities to execute, they are also likely to represent the most lucrative for the authority. It is recognised that these will require either the consolidation of entities and operations across the Council, or significant mobilisation and joint working to realise their full potential.

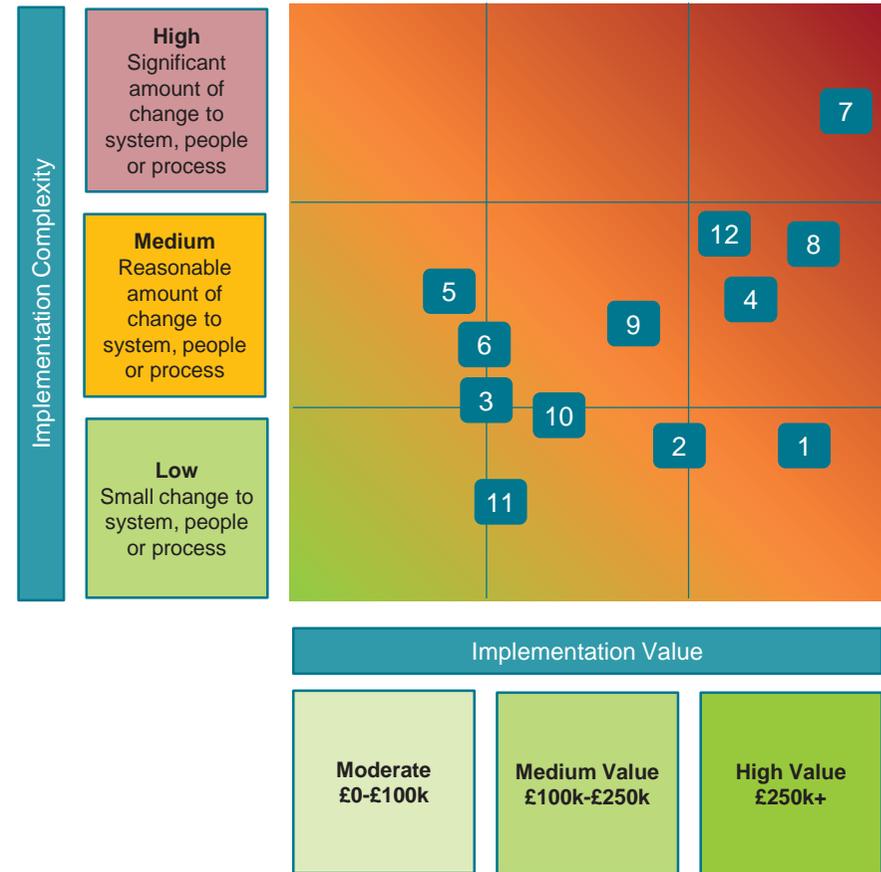
A summary of opportunities within this theme is outlined below and detailed further on pages 34-37.

Opportunity	Detail and key recommendations	Potential Income
Events	<p>Events, catering, room hire and aligned assets need to be integrated into a new business entity</p> <ul style="list-style-type: none"> The Council is operating analogous events businesses across different services leaving it unable to govern the cost base The Council has clear competitive advantage through assets and capability and is able to vertically integrate services A review on potential legal entity status should focus on maximising flexible employment and procurement 	<p>New Business</p>
Advertising	<p>A new structure is needed to design an advertising strategy that drives revenues from the available asset base</p> <ul style="list-style-type: none"> The Council has a limited timeframe to take advantage of its dominant position as primary provider of advertising space There are a number of key partnerships and opportunities that have not been explored by the authority 	<p>New Business</p>
Facilities Management	<p>Facilities Management services should be consolidated under one model, with internal and external Council operations clearly delineated</p> <ul style="list-style-type: none"> More professional commercial relationships: Cleaning for schools is an example where the existing service is not quality assured or responsive to existing customers and subsequently there are new market entrants. Clear product offer: A cost assessment should be made and pricing structure designed for both internal and external provision 	<p>New Business</p>
Range of Total Potential Income		<i>To be determined</i>

Next Steps

To help identify which opportunities to progress it is valuable to map commercial benefit against the complexity of implementation as shown in the matrix below. This supports the identifies those the authority are well placed to prioritise and progress, and those that may require further technical evaluation, clear mitigating strategies or targeted support to realise the potential income in scope.

#	Opportunity Name	Value	Complexity
1	Traded Services Portfolio Analysis	£250k+	High
2	Maximising revenues in Cultural Services	£100k-£250k	High
3	Bristol Museum and Arts Gallery	£0-£100k	Medium
4	Ashton Court Estate	£250k+	Medium
5	Ad hoc charging model in Adult Services	£0-£100k	Medium
6	Discretionary licensing	£0-£100k	Medium
7	Schools Traded Services	£250k+	Low
8	Legal Services	£250k+	Medium
9	Emergency Control	£100k-£250k	Medium
10	Markets	£100k-£250k	High
11	Planning	£0-£100k	High
12	Property	£250k+	Medium
13	Events	New Business	Low
14	Advertising	New Business	Medium
15	Facilities Management	New Business	Medium





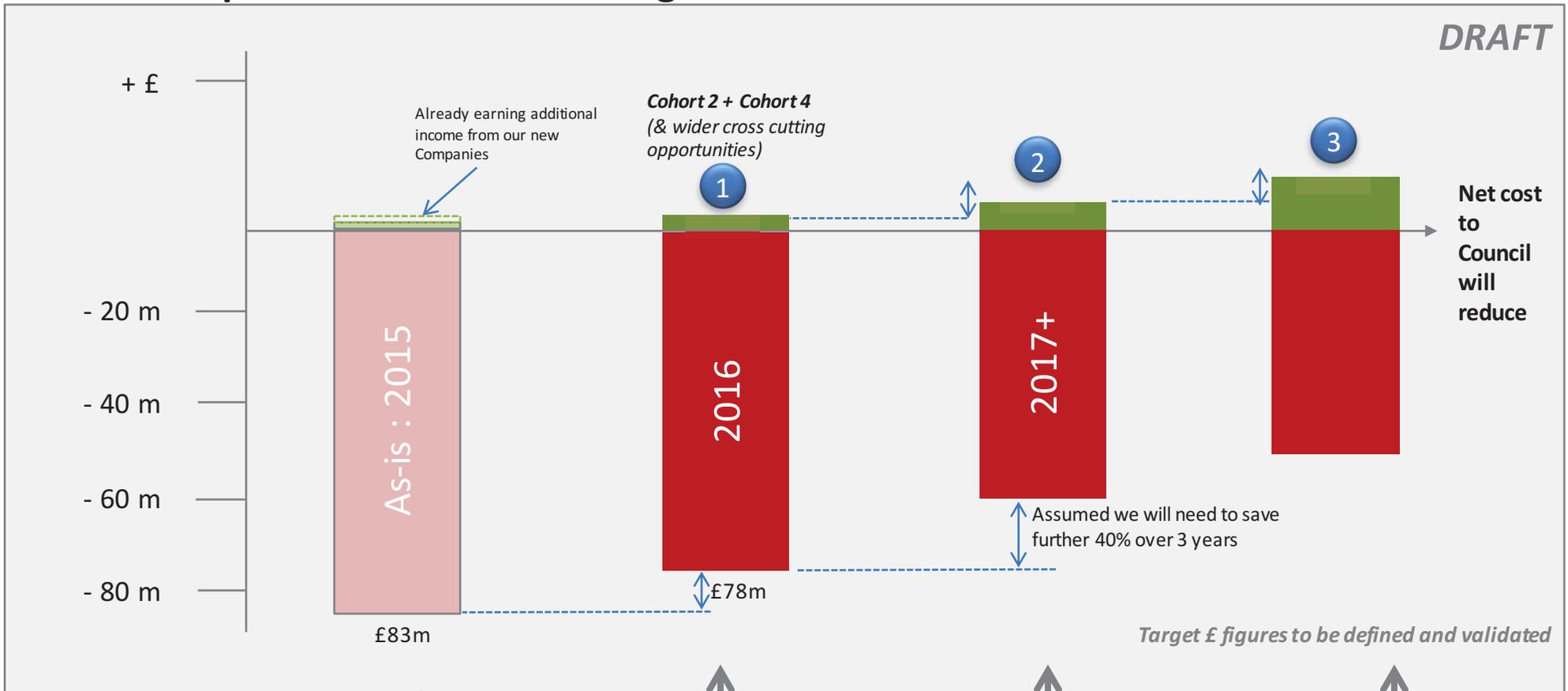
Case Study

PREPARING TO TRADE OR SHARE BUSINESS CHANGE SERVICES

Business Change Directorate

Our proposed trajectory for Business Change – get the basics right first, and then build the professional services organisation

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Our value proposition and service offering will evolve over time.

There are some basics we must get right first.

- 1 Streamline services and build self-serve capability – both staff and citizens**

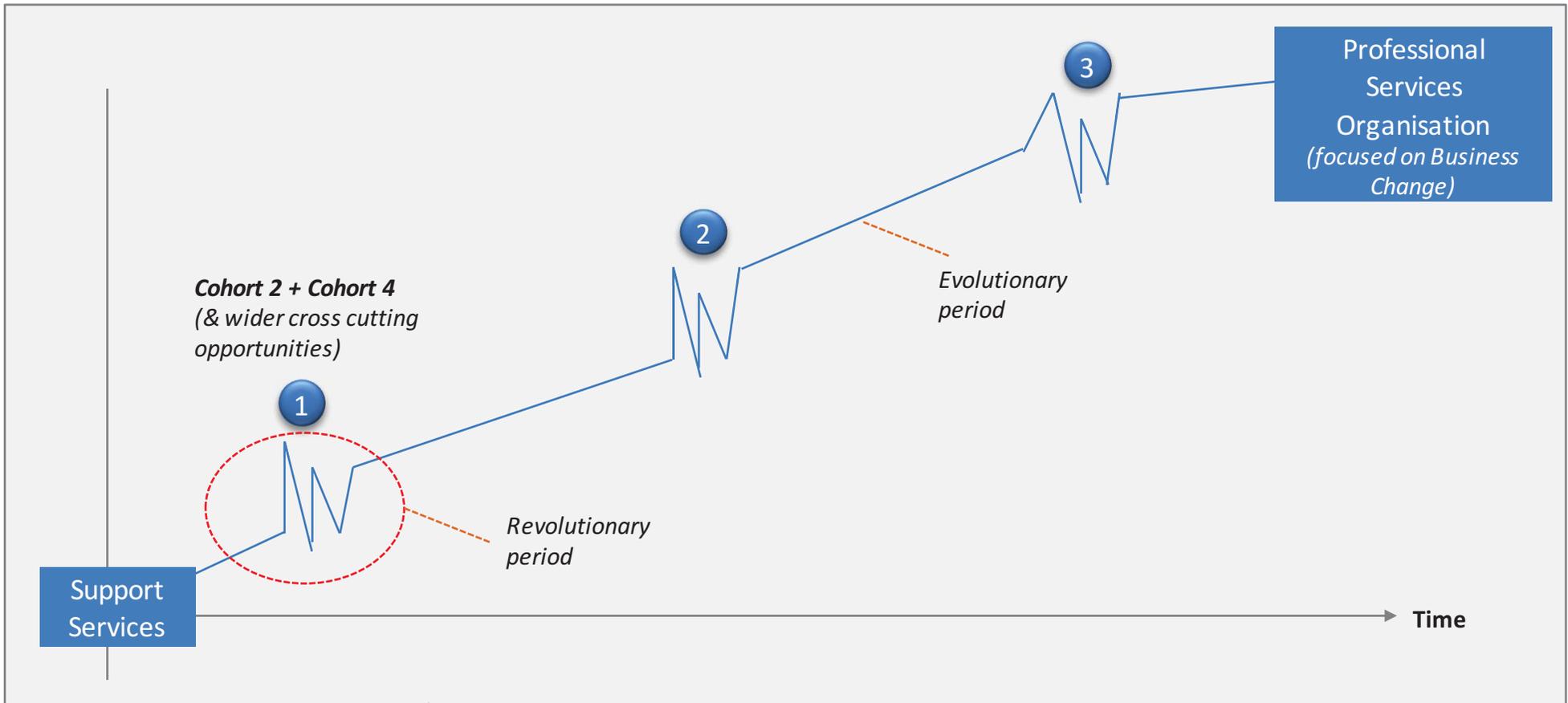
Internal waste removed
Transactional processes are:

 - Lean
 - Automated
 - Digital
 - Self-serve
- 2 Develop a competitive cost base and service offer**

 - Prepare for commerciality
 - Transaction costs minimised
 - Build platform
- 3 Build the professional services organisation**

 - Platform organisation
 - Market entry & trade

Revolution vs. evolution



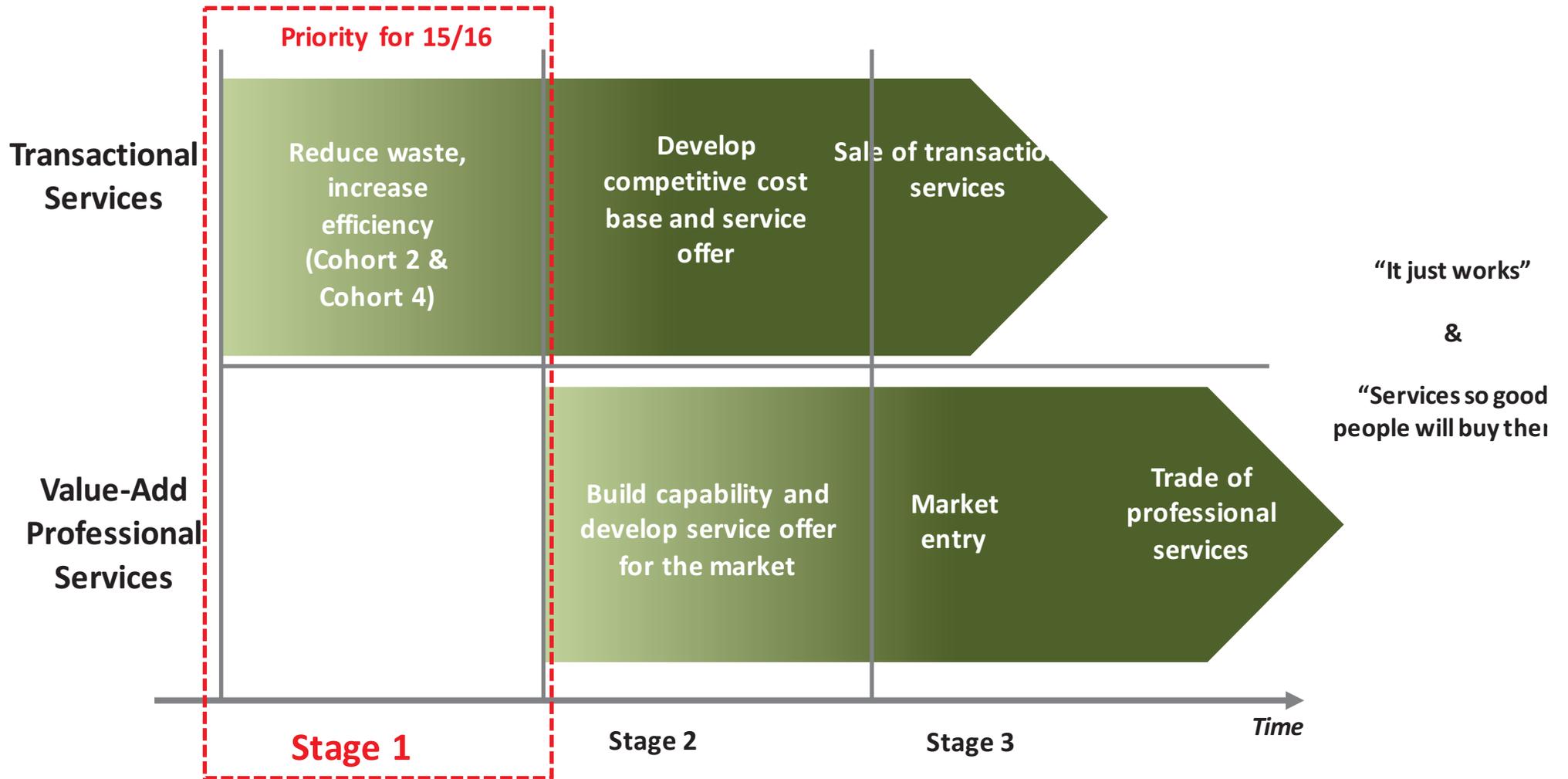
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 - Platform organisation
 - Market entry & trade

1

Efficiency stage: Cohort 2 & 4 will deliver savings primarily through reducing internal waste , process automation, digitisation and channel shift.



Key changes: Enhanced online provision for customer and employee self-service, improved F2F and telephone access for those that need it, process automation, technology improvements including integration

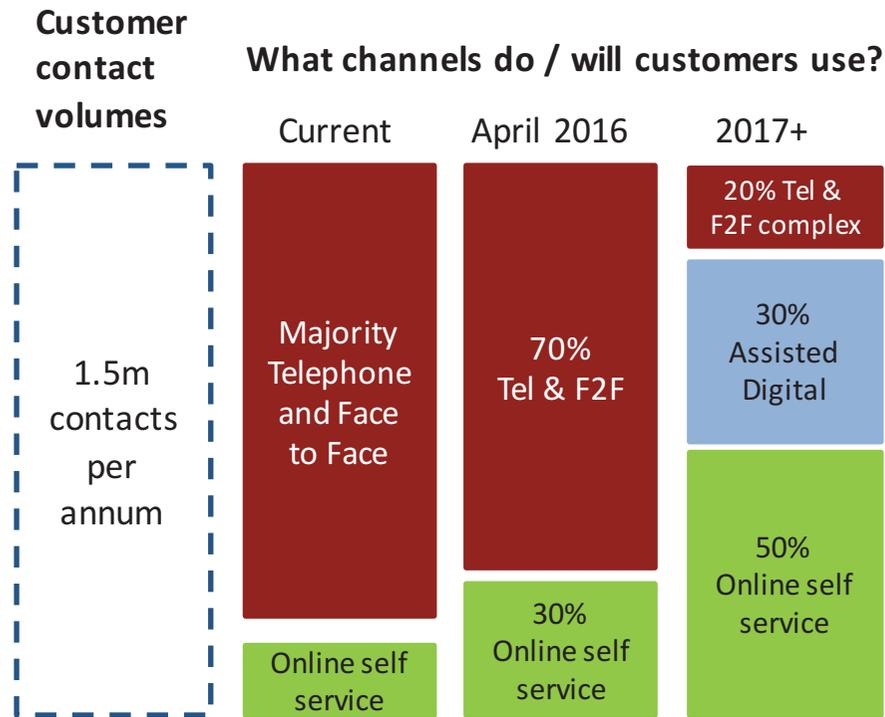
Outcomes delivered: Channel shift to digital services (internally and externally), decreased resource requirements to manage contact, simplified and automated processes.

1

Efficiency stage: Cohort 2 & 4 will deliver savings primarily through reducing internal waste, process automation, digitisation and channel shift.

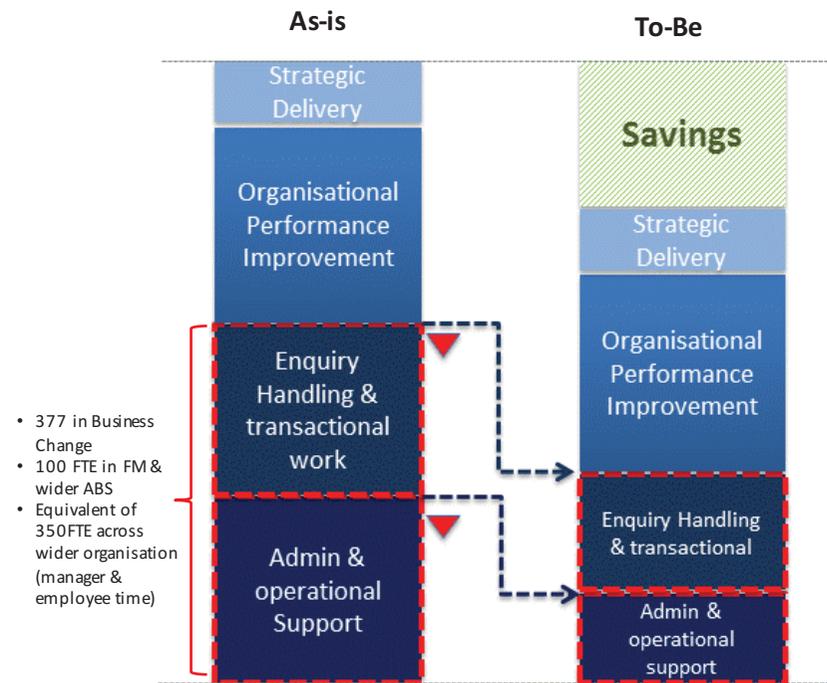
Cohort 2: Citizen Services

Citizen Services Target Operating Model leads us to a position where more customers are self serving and we need fewer resources to manage customer contact.



Cohort 4: Internal, transactional support processes

Cohort 4 work will take us to a place where we are efficient, and have reduced our costs – ultimately contributing to the Council’s overall savings objectives.



Key changes: Enhanced online provision for customer and employee self-service, improved F2F and telephone access for those that need it, process automation, technology improvements including integration

Outcomes delivered: Channel shift to digital services (internally and externally), decreased resource requirements to manage contact, simplified and automated processes.

Overview of Cohort 4

- Cohort 4 – ‘End to End Redesign of Council-wide Internal Support Services’
- Reduce cost to the organisation of internal support by delivering efficiencies
- The priorities for the cohort are:
 - 1. Streamline and simplify** end-to-end internal transactional processes that impact managers *and* employees across the council
 - 2. Review opportunities to reduce internal wasted effort** within the Business Change Directorate

Overview of Cohort 4

The desired outcome is:

“A better, easier to access and more automated service that benefits managers, employees and the Business Change Directorate”



**AN EXAMPLE OF AN APPROACH
WE ARE BUILDING THAT WE
COULD SELL TO OTHERS**

Prototype Wireframes: Hiring Manager



We can also demonstrate the new experience with a specific journey through the process. These wireframes are not meant to be a set of validated “To Be” processes – they are a visual, practical demonstration of the application of self service design principles in action to illustrate the art of the possible. In this example, we are going to see how Bob interacts with internal services when it comes to recruiting a new member of this team...



Bob Smith is 32 and is an Economic Development Manager at Bristol City Council

He works at 100 Temple Street, and spends the majority of his time in the office using his laptop.

GOAL: He has recently had a member of his team leave so is in need of a new member of staff. We can follow his new self service route through his recruitment journey recruitment...



<- Wireframes full screen without the narrative (useful if presenting/talking over the top). Ensure PowerPoint setup for widescreen slides (not 4:3)





Bob opens his browser. The system knows who he is so can offer recommended links and updates on his requests. Today he needs to start the recruitment process, but it's been a while since he's done so.



Something urgent?
[Launch webchat.](#)

Bob Smith

[Not you?](#)



How can we help you today?



QUICK LINKS:

[Booking leave](#)

[Managing your budget](#)

[Getting paid](#)

POPULAR:

[Where's my payslip?](#)

[New tax rules explained](#)

[Training opportunities](#)

RECOMMENDED:

[Advice for Service Managers](#)

[How do I forecast?](#)

[Managing absenteeism](#)

MY REQUESTS:

[See all requests](#)



Bob starts to ask a question. The system is smart enough to recognise what is being searched for and offers some quick contextual suggestions.



Something urgent?
[Launch webchat.](#)

Bob Smith
[Not you?](#)



Hiring someon



Hiring someone new

Hiring a sub-contractor

What's the process for recruitment?

Hiring or leasing equipment

Understanding recruitment law

Kicking off the process for new starters

MY REQUESTS:

[See all requests](#)



Bob can clearly see, for each result, what the link relates to, how current it is, and how many other users found it useful. He can't remember the exact process for recruitment, so he selects the step by step guide – it looks pretty current and the majority of people found it useful, so he's confident he'll find what he needs.



Something urgent?
[Launch webchat.](#)

Bob Smith
[Not you?](#)



[Home](#) > Search
Results

15 results for “hiring someone new”

- ▶ **GUIDE** [STEP-BY-STEP GUIDE FOR THE HIRING PROCESS](#)
Last verified: 3 days ago. 16 of 24 people found this useful
Lorem ipsum dolor sit amet, consectetur adipiscing elit. In vitae elementum nisi. Sed blandit laoreet varius. Pellentesque ut congue risus. Proin pharetra libero nec consectetur laoreet
- ▶ **ARTICLE** [NEW RECRUITMENT LAWS: WHAT YOU NEED TO KNOW](#)
Last verified: Nov 2015. 1 of 5 people found this useful
Lorem ipsum dolor sit amet, consectetur adipiscing elit. In vitae elementum nisi. Sed blandit laoreet varius. Pellentesque ut congue risus. Proin pharetra libero nec consectetur laoreet
- ▶ **REQUEST** [START THE RECRUITMENT PROCESS](#)
Last verified: 12 days ago. 80 of 84 people found this useful
Lorem ipsum dolor sit amet, consectetur adipiscing elit. In vitae elementum nisi. Sed blandit laoreet varius. Pellentesque ut congue risus. Proin pharetra libero nec consectetur laoreet

JUMP TO

Recruitment FAQs

Explore frequently asked questions about the recruitment process.

[ARTICLE](#)

Recruitment

Start the recruitment process.

[REQUEST](#)

On-boarding FAQs

Explore frequently asked questions about on-boarding new staff.

[ARTICLE](#)



Now he's in the guide, he can clearly see how the process works, who's involved, and where he can press to start the process. He notices some FAQs on the right hand side, but is happy to just start the process and see how he gets on.



Something urgent?
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Bob Smith

[Not you?](#)



[Home](#) > [Search Results](#) > Step-by-step guide for the hiring process

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GUIDE

A step-by-step guide to the hiring process

Last verified: 3 days ago. 16 of 24 people found this useful

Lorem ipsum dolor sit amet, consectetur adipiscing elit. In vitae elementum nisi. Sed blandit laoreet varius. Pellentesque ut congue risus. Proin pharetra libero nec consectetur laoreet

[Start the recruitment process](#) >

How it works

1. Lorem ipsum dolor sit amet, consectetur adipiscing elit.
2. In vitae elementum nisi. Sed blandit laoreet varius.
Pellentesque ut congue risus.
3. Proin pharetra libero nec consectetur laoreet
4. In vitae elementum nisi. Sed blandit laoreet varius.
Pellentesque ut congue risus.

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He immediately notices how many days the process will likely take. He needs the new starter before the end of next month, so he's happy with this length of time. He can also easily see what's required of him, and is confident he has all the things needed to complete the request. He hits "Next".



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REQUEST

Start the recruitment process

Last verified: 12 days ago. **80** of 84 people found this useful

Lorem ipsum dolor sit amet, consectetur adipiscing elit. In vitae elementum nisi.

You'll need:

- Lorem ipsum dolor sit amet, consectetur adipiscing elit.
- In vitae elementum nisi. Sed blandit laoreet varius. Pellentesque ut congue risus.
- Proin pharetra libero nec consectetur laoreet
- In vitae elementum nisi. Sed blandit laoreet varius. Pellentesque ut congue risus.

The current predicted time to complete this process is: **15 days**

If your need is urgent, [talk to an advisor.](#)

[Next](#) >

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Immediately he can see what stage he is at, the next steps, and how long the current step he is in will take. He begins to fill in the relevant data.



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Bob Smith

[Not you?](#)

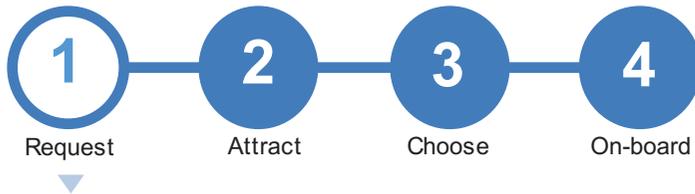


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REQUEST

Start the recruitment process



Suggested completion time for this form is **5 minutes**

Tick here if you are completing this request as the hiring manager

First Name

Last Name

Why are you hiring?

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The system knows who he is, so by confirming that he is filling this request on behalf of himself, the system can auto populate as much of the form as it can to save Bob re-typing information. The ticks also handily let Bob know as he is going along that the data he is putting in is acceptable, giving him confidence that he is filling it in correctly.



Something urgent?
[Launch webchat.](#)

Bob Smith

[Not you?](#)

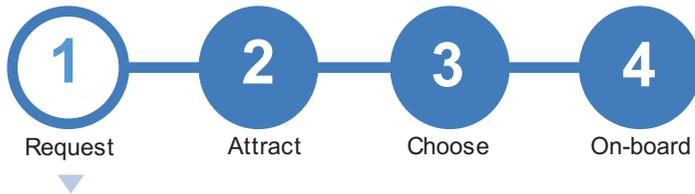


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REQUEST

Start the recruitment process



Suggested completion time for this form is **5 minutes**

Tick here if you are completing this request as the hiring manager

First Name

Bob



Last Name

Smith



Why are you hiring?

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Bob hits the first free text field. Normally he is nervous about filling these in (they always normally get returned as he has missing something or not done it properly). Here, he is pleasantly surprised to see a tool tip telling him why the information is needed (so he is more willing to offer it) and offering suggestions and examples of how to fill it out.



Something urgent?
[Launch webchat.](#)

Bob Smith
[Not you?](#)

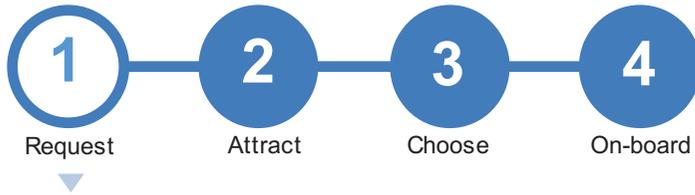


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REQUEST

Start the recruitment process



Suggested completion time for this form is **5 minutes**

Tick here if you are completing this request as the hiring manager

First Name

Bob



Last Name

Smith



Why are you hiring?

Because my team is e...

Why do I need to provide this?

This information is used in the next stage by the pay panel to ensure they approve appropriate recruitment requests only.

Suggestions: include as much information as possible about the role, the need, and the anticipated workload for the new hire. Click [here](#) for an example.

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Bob completes the rest of the form and submits for approval...



A little while after submitting the form, Bob notices from his homepage that his request is has been updated. He checks out what stage it is at...



Something urgent?
[Launch webchat.](#)

Bob Smith

[Not you?](#)



How can we help you today?



QUICK LINKS:

[Booking leave](#)

[Managing your budget](#)

[Getting paid](#)

POPULAR:

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[New tax rules explained](#)

[Training opportunities](#)

RECOMMENDED:

[Advice for Service Managers](#)

[How do I forecast?](#)

[Managing absenteeism](#)

MY REQUESTS:

[See all requests](#)

Active Requests:

UPDATED 12/12/15 Recruitment Process

LIVE 30/11/15 Application request: MS Visio

Recently Closed Requests:

CLOSED 23/10/15 Meeting catering



Bob can clearly see the approval steps his request needs to go through, who is responsible, and what stage it is at. If needed, he has a named individual to follow up with.



Something urgent?
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Bob Smith

[Not you?](#)

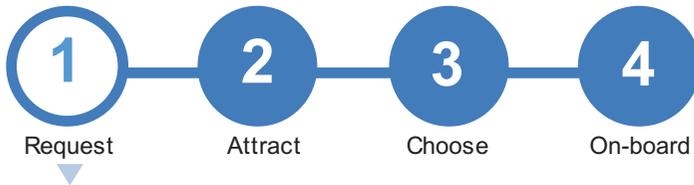


[Home](#) > [My Requests](#) > Active Requests

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REQUEST

Recruitment Process Started 12/12/15



- Service Director Approval** Approved by James Bond on 14/12/15 at 15:16
- DLT Approval** Approved by Daniel Craig on 16/12/15 at 09:33
- People Panel Approval** Assigned to Timothy Dalton for approval. Expected approval within 3 days

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Discussion

BUSINESS DEVELOPMENT PRINCIPLES AND OPPORTUNITIES

What are we looking for?





The sweet spot....

- ...is where all of these are true
- **Goal Realisation:** We are committed through the Mayors vision and also through statutory duties to secure better outcomes for our communities, many of these are contained within the corporate plan but some are City focussed and require partner co-operation and market support. These outcomes are tracked for all to see on our open data platform.
- **Market opportunity:** Some markets do not work well for our citizens, and we can spend considerable resource mopping up the consequences of that (e.g. energy or housing). In other instances markets do not exist or are underdeveloped (e.g. software defined networks), or they only have one provider (e.g. some social care services). We acknowledge that in some instances that one supplier is us, we are the only game in town, this leads to asymmetries in power between users and providers. Further detail, and a model from the Office for Fair Trading is given at appendix 1.
- **Competitive Advantage:** We believe lastly, that market entry this is only viable where we can demonstrate a ***customer value proposition (CVP)*** containing composed of four elements
 - An area of capability that we have
 - That the customer values
 - That is hard to replicate by competitors
 - That can be used to drive a sustainable business



Discussion

- Are these the right elements for our ‘sweet spot’?
- What are the opportunities that you see that we should develop?

Council Meetings at City Hall

Briefing on how Council meetings will operate at City Hall and what will be made available to Councillors to support their work

Business Change & Resources Scrutiny Commission

Monday 14 March 2016

Lucy Murray Brown

Programme co-Director – Workplace Programme

Council meetings

'How we used to work' to 'how we will work'

From...

Paper agendas – *printing and transportation costs*

Inaccessible spaces and aging equipment

Inefficient paper-based processes *to take papers through the democratic process*

End of life chamber technology – *microphones, audio visual*

Manual webcasting – *manually operated by specific member of staff*

To...

Digital agendas – *linked to website, publicly accessible, paper agendas available by exception only, use of tablets*

Refurbished Chamber *and fit-for-purpose meeting spaces*

Committee Management System – *new digital infrastructure reducing inefficient administrative support in the preparation and support of meetings*
Over 220 L.As in the UK use ModGov

New chamber and room technology – *new microphones, audio visual, e-voting and presence management, USB charging, mobile version for meeting rooms*

Digital webcasting – *linked to individual participants*

How it will work for you

Your tablet

- All committee papers with immediate access (including historical)
- You can annotate, highlight and make notes which are stored on your tablet
- Larger tablets allow you to have two applications at once, e.g. the paper and a script
- Pre-loaded applications that individuals need

Room technology

- Delegate unit with microphone, e-voting, USB charger and card access
- Webcasting – linked to participants
- New accessible screens
- Mobile microphone system for meeting rooms

Personal technology – *working from anywhere*

- Access email (including personal email account)
- Access calendar
- Internet access
- Instant messaging with colleagues
- Store, annotate and read documentation
- Access ModGov application showing all committee papers – reading, annotating, making notes
- Make and receive phone calls
- Access standard MS office

Cost Analysis

As Is - £ per annum		To Be – one off cost	
Cost of printing paper agendas for all Council meetings	£31k pa	Cost of tablets for all Councillors (<i>one-off cost</i>)	£49k
Transporting papers to Councillors via external courier service	£17k pa		
Cost per year	£48k pa		n/a
Cost 2016-2020	£192k		£49k

- The cost of the refurbishment and the implementation of new fixed technology for all first floor meetings rooms, including Council Chamber, is included within the funded Bristol Workplace Programme
- **Additional savings of £94k pa** will be delivered through the implementation of the new committee management system

The Next Steps

- City Hall refurbishment will be completed by **May 2016**
- **First Full Council Meeting 31st May 2016** (*construction dependent*)
- **New technology will be deployed** to Councillors the week following the election
- Councillors will be issued **a tablet** (standard or large), **laptop** (*if required*) and a **mobile device**
- **Individual training and support** will be offered to all Councillors
- **Support staff** will be trained and able to support
- **Prototype session** with Business Change Scrutiny