

## SCRUTINY REVIEW INITIATION DOCUMENT (SID)

Review: Outline SID to be developed for Commercialism and Income Maximisation after consultation with regional and national bodies, for example; LGA, CIPFA, NLGN.

Scrutiny Review Committee:

Director leading the Review: Kevin O'Leary – Corporate Director of Environment and Regeneration

Lead Officer: Craig Smith, Transformation Officer (Transformation and Efficiency Team)

Overall aim:

To review the commercialisation and income maximisation of council services, with the aim of maximising income opportunities.

Objectives of the review:

1. To define what commercialism and income maximisation means within local authorities.
2. To identify further specific income generation opportunities for 2014-2018 which will generate an annual income of £xxx.
3. To understand identified opportunities for further commercialisation and income maximisation, and map out a four year business plan.
4. To consider and review alternative cost saving measures which will save the Council money in order to protect frontline services from the efficiency savings that LBI has been instructed by Central Government to make over the next 4 years.
5. A review of monies agreed as compensation payments to senior staff as part of any voluntary exit departures which is key, redundancy measures or compromise agreements
6. To understand and alleviate the current limitations and barriers to further commercialisation and income maximisation.
7. To examine existing models of commercialism within other Local Authorities that have successfully generated income, understanding; policy, culture and operational practice.
8. To consider alternative models of commercialism and income maximisation such as a 'workers cooperative.'
9. To identify what culture and practice could be adopted by Islington Council from the private sector that would enable greater commercialisation and income maximisation by council services.
10. To identify and mitigate for the gap in skills and commercial acumen within the council.
11. To understand and determine how the LBI trading company will be used as a vehicle towards commercialism and income maximisation.
12. To determine the political, legal and financial risks and implications of pursuing specific commercial and income maximising activity for the council and to offer appropriate mitigation strategies.
13. To develop a short, medium and long term strategy for commercialisation and income maximisation in line with the council's overall financial objectives.

How is the review to be carried out: (Use separate sheets as necessary for 1-4 below)

### Scope of the Review

To review the commercialisation and income maximisation within Islington Council and examine alternative models delivered in other local authorities.

Types of evidence will be assessed by the review: (add additional categories as needed)

1. Documentary submissions:

- a) Commercial Board Discussion Paper
- b) LB Hammersmith and Fulham – Commercialisation: a great alternative to cutting costs.
- c) The London Borough of Camden – Generating income from 4G internet.
- d) Scrutiny and Income generation presentation by Steve Key.

2. It is proposed that witness evidence potentially be taken from:

- 1) Representative - (Chief Executive's Dept.)
- 2) Representative (Children's directorate)
- 3) Representative - (Adult Social Care)
- 4) Representative - (Legal Services)
- 5) Bram Kainth – Director of Public Realm
- 6) Martin Holland – Head of Highways ( Environment and Regeneration)
- 7) Kenny Wilkes – Head of Street and Environment Services (Environment Services)
- 8) Andrew Marx – Head of Building Control ( Environment and Regeneration)
- 9) Steve Key – Head of Finance (Finance Directorate)
- 10) Bill Murphy – Customer Services Director Capita
- 11) PWC
- 12) Sharon Bayliss – Director for Customer & Business Development (LBHF) (Identified by the LGA)
- 13) Fikriye Erdogan – Procurement Officer, London Borough of Camden Council (Identified by the LGA).
- 14) Buckinghamshire Council – Representative to be identified.

3. Visits

To be identified

Additional Information:

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Programme	
Key output:	To be submitted to Committee on:
1. Scrutiny Initiation Document	
2. Timetable	
3. Interim Report	
4. Final Report	

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