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## Southend Borough Council



### Testimonial

*"Garry Steele was a very affable colleague who was able to interact with ease with colleagues at all levels both within and outside Southend Borough Council. Garry was a diligent worker with an eye to detail, extremely well organised and with the ability to work under his own initiative.*

*Calm and unflappable and not afraid of a challenge, Garry shared his extensive commercial knowledge with us and developed a number of key business tools / templates and opportunities for us which assisted us in the various organisational tasks which he was responsible for.*

*It was a pleasure working with Garry - he is truly a really nice guy! We would recommend him."*

**Nick Corrigan - Director for Digital  
Southend-on-Sea Borough Council**

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### Project Brief

My initial brief at Southend Borough Council (SBC) was to commercialise their Internet Telephony offering and turn this into a marketable and saleable product and service through a trading company.

Other projects quickly followed (with a brief to assess transformational change, commercial strategy, potential business opportunities, business plans, alternative delivery models and RISK) - and these are identified below.

### Scope of Work / Commercial Activities

- **Adult Social Care**
  - Involved with project to assess opportunities across:
    - Care Homes
    - Youth Services
- **Alternative Delivery Models (ADMs)**
  - Project to assess the following different deliver models to be able to assess the optimum model for delivering each service / product. These included:
    - Local Authority Trading Companies (LATC)
    - Social Enterprises
    - Mutuals
    - Joint Venture
    - Co-Opt

## Southend Borough Council (Cont...)



- **Building Control**
  - Assessed 'Joint Venture' options with other Local Authorities across Essex to see how services could be better 'joined' and services delivered.
- **Business Hubs**
  - Developed project to assess the viability and best (or alternative) usage, and therefore opportunities for revenue generation) of physical assets owned by the authority.
- **Catering**
  - Developed a 'Catering Services Project' Business Case and Commercial Proposition:
  - Included the Civic Centre, Tickfield Centre, Pier and several additional 'off site' facilities across the Borough.
  - Assessed schools catering requirements across council's-maintained schools.
  - Identified, qualified and evaluated initial potential catering vendors for new 7-year catering contract.
  - Worked with Procurement to clarify, assess and draw up ITT's to be sent out to shortlisted catering vendors.
  - Oversaw the project and a key member of the evaluation team to review and finally select new catering vendor.
- **Catering**
  - Oversaw the full implementation and delivery of the project.
  - Increased T/O and revenue by 20%
- **Community Equipment Supplies**
  - Set up project to assess viability of Southend Independent Living (LATC), and how this could be expanded to increase revenue.
  - Conducted detailed research and evaluation and made recommendations through detailed Business Case.
  - Halted a proposed Internet company project - saving some £250K.
- **Contract Management / Negotiation**
  - Oversaw contract negotiation and Management thereof of the Catering project.
  - Negotiated an annual guaranteed minimum of £54K revenue return to council over the 7-year contract term
- **Corporate Venues**
  - Initiated project to review all council owned physical assets across the Borough with the objective of assessing better asset utilisation and revenue generation opportunities. These assets included the:
    - Pier
    - Historic Buildings
    - Libraries
    - Museums

## Southend Borough Council (Cont...)

- Civic Centre
  - Council Chamber
  - Business Meeting Rooms
- Weddings / Business Meetings / Social events
- Forecast to increase revenue by £500K to £1m by 2020 with 25% net profit
- **Crematoria and Cemeteries**
  - Project to assess revenue generating opportunities by introducing new service opportunities – which included:
    - Guest Meeting areas
    - Café facilities
- **Digital Strategy**
  - Project to assess the potential for a comprehensive Digital Strategy across Southend. This was to include:
    - Corporate Vision / Planned Outcomes
    - Current Projects
    - Ownership / Responsibilities
    - Business Transformation – internally across Council / Externally
    - Business Transformation Architecture
- **Education Services**
  - Worked within the department to review and recommend on-line services – Southend Learning Network
    - [www.southendlearningnetwork.co.uk](http://www.southendlearningnetwork.co.uk)
  - 50+ services available
  - Available for Maintained and Non-Maintained Schools
- **Grounds Maintenance**
  - Developed project to assess future GM operation to reduce costs and increase revenue
  - Detailed evaluation of: In-house / Shared Services / Joint Venture options
- **Leisure & Culture**
  - Involved with project to assess future viability of delivering leisure & culture services to maximise revenue opportunities:
    - In-house / Outsourced services
- **Shared Services**
  - Assess multiple ventures for shared service assessment
- **South Essex Homes (ALMO)**
  - Worked with South Essex Homes to assess options for generating revenue
  - Atilius (LATC)
    - Specialist property services

## Southend Borough Council (Cont...)



- **Telephony / Telecoms Infrastructure**
  - Southend Trading Corporation (LATC)
  - Introduced marketing strategy, commercial business processes and operational strategy to get Telephony solution productised and into the market
  - Detailed contract negotiation with customers and 3<sup>rd</sup> party suppliers including Vodafone – these included formal commercial contracts, SLA's, NDA's etc.
  - Increased telephony sales by 20% in Year 1
    - Sales to multiple schools and Brentwood Council
  - Mothballed Trading company in Year 2 due to change in market conditions
    - Rising costs and flat sales
    - Competition too strong
    - Made decision to 'Get out' before losses incurred