Case Study

Traded Services to Schools Review

Creating a clear evidence base to assess the performance, sustainability and future direction of 23 traded services.

West Berkshire Council

Overview

West Berkshire Council commissioned a strategic review of its Traded Services to Schools to understand how effectively the portfolio was meeting schools' needs and whether it remained financially and operationally sustainable in a changing education market. The review covered **23 traded services**.

Programme Objective

Establish a robust evidence base covering performance, customer value, demand and future viability, while identifying opportunities to improve service quality and informing longer-term decisions on which services should be retained, improved, refocused, invested in or considered for partnership.

Approach

Portfolio Analysis

Analysed **2,070 data points across 23 services**, covering financial performance, customer demand, service delivery, operational maturity and commercial capability.

Stakeholder & Customer Engagement

Combined interviews and workshops with Council officers, school surveys and focus groups, analysis of purchasing patterns across **98 education settings**, and benchmarking against **10 local authorities**.

Strategic Options Appraisal

Assessed the evidence at both service and portfolio level and evaluated four strategic options using the **Five Case Model**, covering strategic, economic, commercial, financial and delivery considerations.

The Value Delivered

For the first time, the Council had a consolidated, portfolio-wide evidence base for its traded services to schools. While the review identified a decline in traded income, it also revealed **49 schools purchasing six or more services**, **highlighting a strong foundation for customer retention and improvement.** These findings informed a practical roadmap to stabilise services, strengthen customer relationships and improve long-term sustainability.

23 services reviewed.
2,070 data points analysed.
One clear roadmap for stabilisation and improvement.

Keystream