



A One Council approach to Commercialisation

We need to be commercially minded to deliver services, reduce costs and enhance customer satisfaction.

We will continue to work with colleagues, customers and councillors to drive improvements and efficiencies and create an environment where every colleague is empowered to make positive change by providing forums for innovation and commercial development. This approach will build on the successes already delivered as part of our business transformation.

CHALLENGES

Our net budget is only **£8.7m** that we spend on our population of nearly **95,000**

£

£2.4m of reserves were used to balance our budget in 2017/2018, which is not sustainable in the long term

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Our 5 year MTFS indicates a deficit of **£3.5m** which needs to be significantly reduced.

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OPPORTUNITIES

Our agile workforce and excellent partnerships create opportunities to work together to generate income.

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We have a healthy commercial investment portfolio which generates a net return of **£1.2m** per annum, and plans for further investment.

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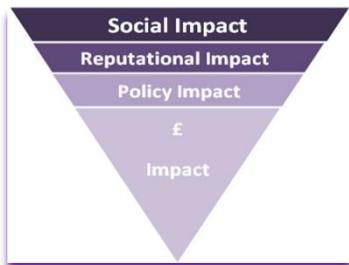


WHAT ARE WE FOCUSING ON?

Objective	Why is it important?
Consider commercialisation as part of the rolling service review process	To ensure service structures reflect how resources can be used to reduce costs and generate income streams, to the benefit of our communities.
Deliver major opportunities to maximise income generation	To generate income to support the continued delivery of services in light of diminishing government grant.
Create a commercial mind-set amongst staff and Members	To maximise the ability to identify, act quickly and implement opportunities to be more commercial
Engage and empower staff to change the way we do things	To identify and unlock the talent and energy in the workforce to create champions of business-like thinking in every service area and a commitment to commercialisation.

RISK V REWARD – MAKING DECISIONS THAT MAXIMISE THE RETURN ON INVESTMENT

Factors in decision making



Making decisions that balance the benefits against risks and cost is a key part of business-like thinking. We continue to adapt and introduce innovative ways of working, and risk assessment will continue to be a key part of each and every business case for commercialisation.

We will always follow a ‘best practice’ approach, building on our **evidenced based decisions** that will enable us to **maximise the return on investment** – helping make the most out of every £ for Tewkesbury borough.

HOW DO WE CREATE THE RIGHT COMMERCIAL ENVIRONMENT?



Key priorities for commercialisation:

- Use market analysis to identify future trends, opportunities and threats
- Create and apply commercial expertise across a range of services
- Create an environment to develop even more opportunities to work with public and private sector partners to generate income.
- Embed a ‘*balanced bottom line*’ culture (where thinking of ways to reduce the deficit becomes the norm) with staff confident to identify and drive positive change

How will we measure success?

- Return on investment
- Monitor delivery of business cases
- Cost of providing services
Net % income from commercial activity and fees & charges
- Monitoring performance of our commercial partners
- Cost of service provision,
Reviewing assets and making strategic decisions to grow/withdraw to achieve the greatest return on investment.
Staff surveys

Delivering better outcomes through partnerships by

- Exploring areas where joint working could achieve better outcomes for the borough
- Recognising our strengths and weaknesses and the abilities of others to help create the most effective delivery models
- Harness the power of partner organisations by creating a collaborative environment of trust and honesty
- Lead commercial change effectively by developing a responsive commercial mind-set across the council

(Detailed action plans will be developed as part of the service plan process)

Service led opportunities	Approach to commercialisation	Creating an inclusive culture
<ul style="list-style-type: none"> - Management Team, Heads of Service and Operational Managers, will adopt a standard template to collate ideas, detail estimated income and assess skills and experience required to deliver commercial projects as part of a standardised business case process - The Council will continue to provide commercial awareness and development opportunities to staff as part of the 'grow your own' approach to workforce development - Deliver through digital by maximising the use of technology in our 'commitment to be commercial' - Look to become 'sector leaders' and sell commercial services to others 	<ul style="list-style-type: none"> - Commercialisation will be included as an area for discussion in one to ones, team meetings, training & development, staff engagement surveys and appraisals - Ensure existing policies allow staff to visualise how digitisation, transformation and channel shift can help deliver commercial outcomes - All service areas will be directly involved in shaping the council's IT and transformation strategies - Commercial opportunities will be a key part of the rolling service review programme - Create a flexible and responsive approach to allow us to review our investments and move quickly to secure new opportunities 	<ul style="list-style-type: none"> - Members will be involved in helping to shape the commercial strategy, identifying where their knowledge and experience can support teams in developing opportunities. - Portfolio holders will be encouraged in a 'critical friend capacity' to challenge established approaches and contribute to new ways of working via benchmarking against others and adopting innovative solutions to issues. - Members will champion a 'balanced bottom line' culture of outcomes against cost - Examples of good practice developed in other councils will be shared with Members via briefings, updates and reports