

**COMMERCIALISATION & FINANCIAL STRATEGY 2017 - 2020**

Relevant Portfolio Holder	Councillor G Denaro
Portfolio Holder Consulted	Yes
Relevant Head of Service	Jayne Pickering – Director of Finance and Resources Deb Poole, Head of Transformation & Organisational Development Guy Revans – Head of Environment
Ward(s) Affected	All
Ward Councillor(s) Consulted	n/a
Key Decision	No

**1. SUMMARY OF PROPOSALS**

- 1.1 To agree for recommendation to Council the new Commercialisation and Financial Strategy 2017 - 2020.

**2. RECOMMENDATIONS**

**The Cabinet is asked to RECOMMEND to the Council**

- 2.1 that the Commercialisation and Financial Strategy 2017- 2020 attached at Appendix 1 be approved and adopted.**

**3. KEY ISSUES**

- 3.1 The strategy broadly outlines Bromsgrove District Councils (BDC) approach to commercialisation and financial sustainability and should be considered as an extension of our existing transformation programme. Assumptions and detailed estimates for savings realised / income achieved are addressed within the detail of the Medium Term Financial Plan.
- 3.2 The strategy adopts a broad view of commercialisation, including all aspects of the ongoing transformation programme. This programme includes service reviews and redesign, shared services, revenue generation, pricing and maximising the value of our assets.
- 3.3 There will increasingly be a need to adopt a culture of actively looking for commercial opportunities without losing focus upon the transformation programme, existing customer base and the quality and ethos of public service delivery.
- 3.4 Services making positive financial contributions, either through commercial activity or internal efficiency, shall increasingly be considered as the norm.

In line with our systems thinking principles our staff will be involved in identifying and developing opportunities to transform and commercialise our services.

- 3.5 This strategy advocates that the commercialisation approach is open to all services (or elements of services). The approach initially is to pick a number of key opportunities. This will ensure organisational learning is built up, services and processes are transformed and redesigned, and projects resourced in the longer term without the need for extensive support.
- 3.6 The draft strategy (Appendix 1) has been designed to cover priority opportunities. A Commercialisation Programme Board has been established and has identified and prioritised three work streams that provide the greatest opportunities in terms of the council becoming more commercial. These are:
- Use of land and assets
  - Contracts
  - Income including fees and charges

**Financial Implications**

- 3.7 There are limited financial implications arising directly from this strategy.

**Legal Implications**

- 3.8 There are no legal implications arising directly from this strategy.

**Service / Operational Implications**

- 3.9 The strategy will help to provide a clear direction for service areas around the Council's approach to commercialisation. It will also help to ensure all parts of the Council design and deliver appropriate services to meet the needs of our communities.
- 3.10 The strategy has been discussed at the Commercialisation Programme Board and at Corporate Management Team. The Unions have also been consulted on its contents.

**Customer / Equalities and Diversity Implications**

- 3.11 There are no customer/equalities and diversity implications arising directly from this report.

**4. RISK MANAGEMENT**

- 4.1 There are no risk management implications arising directly from this report.

**5. APPENDICES**

Appendix 1 - Commercialisation and Financial Strategy 2017 - 2020

**AUTHOR OF REPORT**

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