

Ajay Sethi



Internal Scrutiny Committee

January 2022

Commercialisation Update



- Commercial Blueprint created and approved by Cabinet Aug 2020

- Aim:**

"To innovate and collaborate, making the best use of people, assets, skills and position to deliver a financial and social return both to the county council and to the communities of Lancashire"

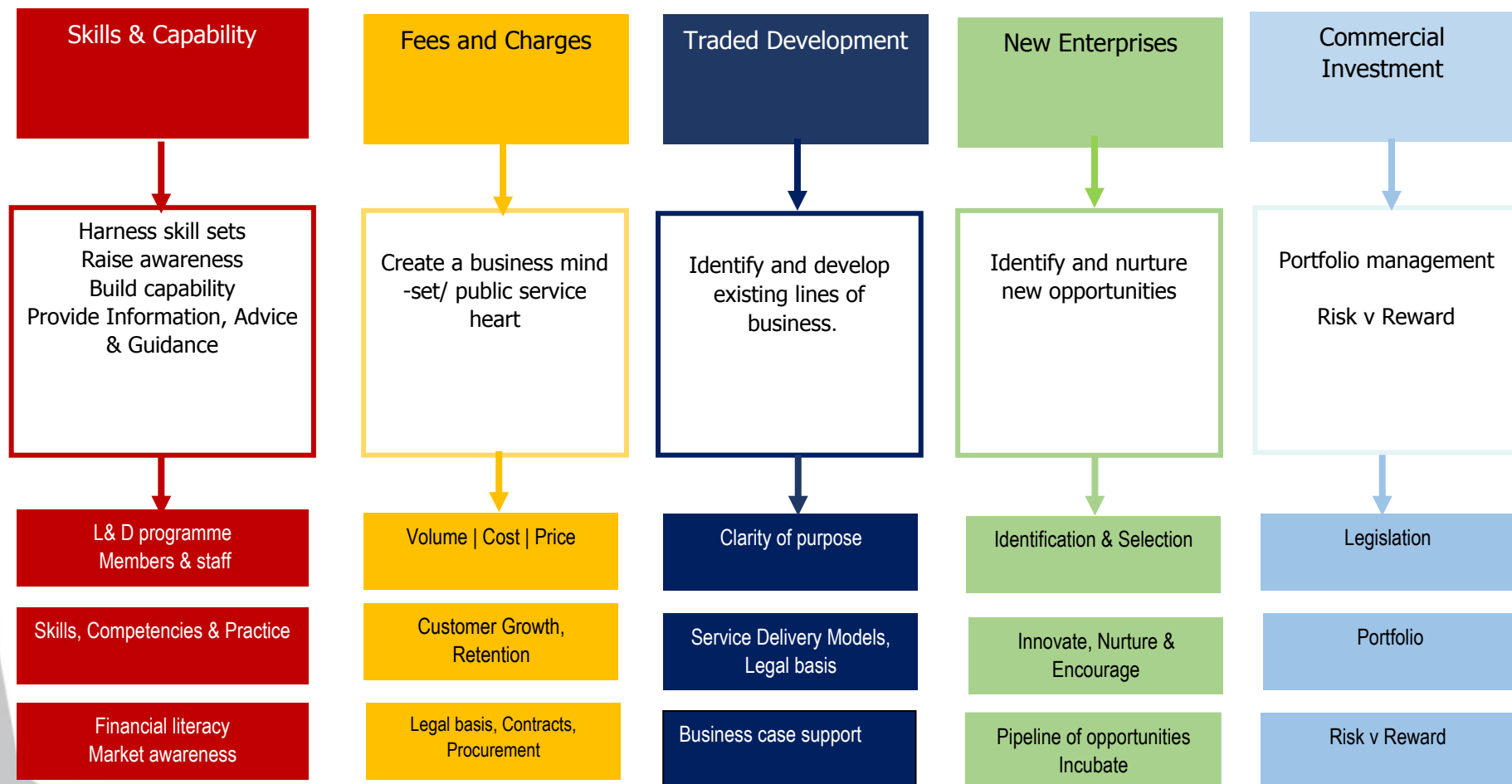


Key objectives

- Support the council to be innovative in the delivery of services to residents, communities and partners and manage cost effectively.
- Provide an economic or community/sector benefit which supports reducing reliance on grant funding and becoming more financially sustainable - meaning that it will strive to no longer use reserves to fund ongoing services.
- Assist in offsetting costs in those service areas of rising demand.
- Support local economies to thrive – where possible aim to assist in the promotion or improvement of the economic, social and environmental well-being of the county.

Culture, Leadership, Structure

Set the environment & culture to be Commercial



How are we organising ourselves to deliver our priority themes?

Commercialisation

Commercial Blueprint

Commercial Learning Programme

Commercial Champions / Network

Commercial Business Planning

Commercial Councils

What will commercialisation look like for Lancashire County Council?

Commercial Objective

Commercial Themes

Commercial Assets

Commercial Purpose

Commercial Awareness/thinking

Strategic Decision Making

People and Change

Sales and Marketing

Systems and Processes

Financial Management & Governance

Commercial Champions

Commercial Network

Commercial Business Planning Introduction

Commercial Business Planning Template & Resources

Vision, Culture

Blocks 1, 2, 3

Culture, Skills, Capacity

Blocks 2, 3, 4

Fees and Charges, Traded Development

Blocks 2, 3, 4

Traded Development, New Enterprise, Investment

Blocks 5, 6

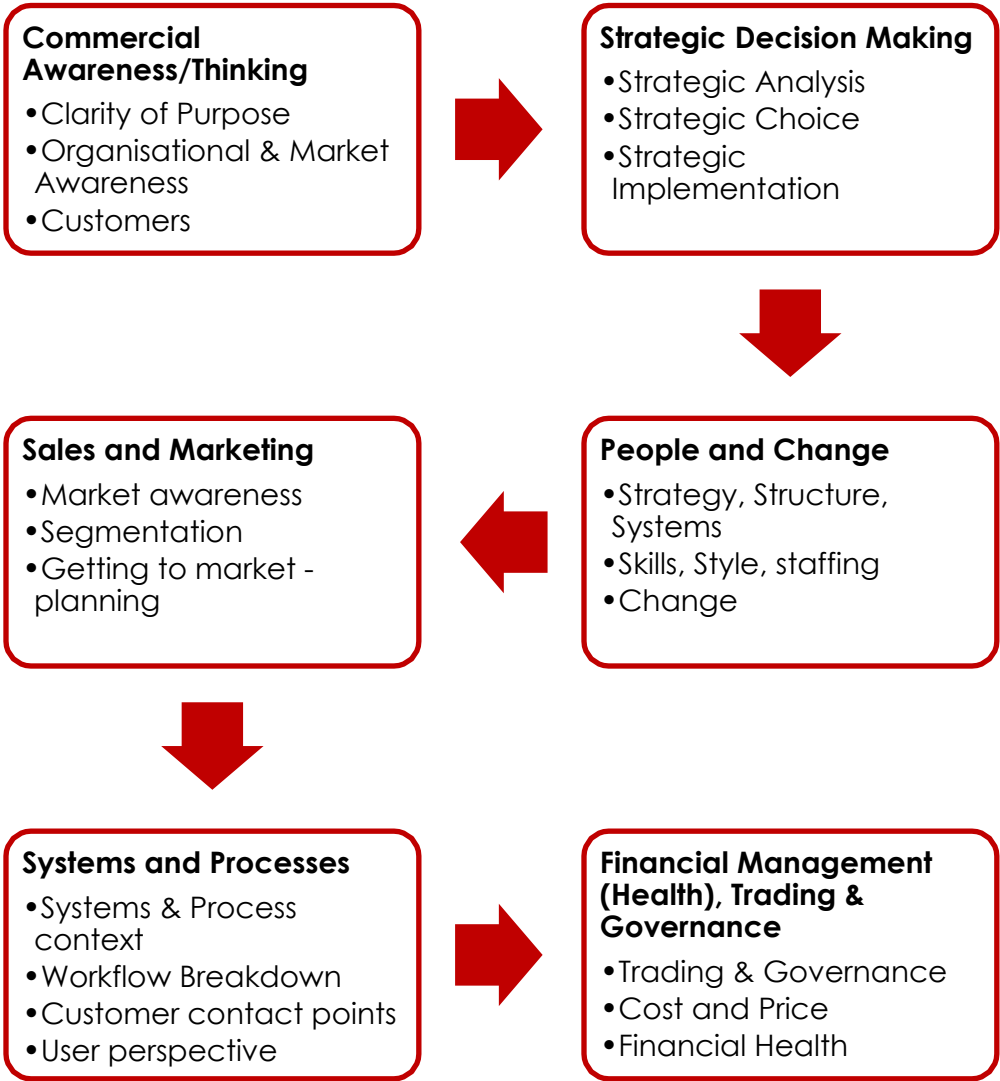
Commercial Building Blocks

1. Agreeing what commercialisation means for us
2. Setting a clear vision and taking a strategic approach to commercialisation
3. Creating a commercial culture
4. Having the right skills and capacity to be able to initiate, implement and manage commercial ventures
5. Building a robust options appraisal to decide on commercial ventures considering risk v reward, managing reputational and political exposure
6. Appropriate and effective accountability and scrutiny of commercial ventures.

Commercial Learning
Programme developed and
being assessed.

Bringing a commercial mind-set
to public service ways of
working

- Six core modules
and
- A module focussing on business
planning in relation to:
 - Alternative Service Delivery
Models (Traded
Development)
 - New Enterprises
 - Investment



Approx. 60 Commercial Champions from across the council represent and support their directorate/service area by:

- Championing the council's Commercial Blueprint so that staff gain a better understanding of:
 - What Commercialisation means for LCC
 - Our Commercial Objective, purpose
 - Commercial themes and assets
- **Undertaking training** via the Commercial Learning Programme
- Share their expertise and be a source of information, advice and guidance in their service/directorate area.
- **Act as an in-service/directorate point of contact** for issues seen as inhibiting commercial activity, escalating issues to the Commercial Network
- **Disseminate learning and knowledge** as appropriate.
- Support the **continuous improvement** of the council's commercial journey and assist in identifying skills and capacity challenges.
- Capture best practice and represent their service on cross-cutting corporate exercises.
- Offer initial advice to staff on the Commercial Business Planning process.
- **Offer hints and tips** and act as a broker for their service area.
- Attend the Commercial Network, if applicable.

Commercial Network in place with representatives from across the council.
Role of Lancashire County Council Commercial Network

Please note App B, Fees and Charges Policy

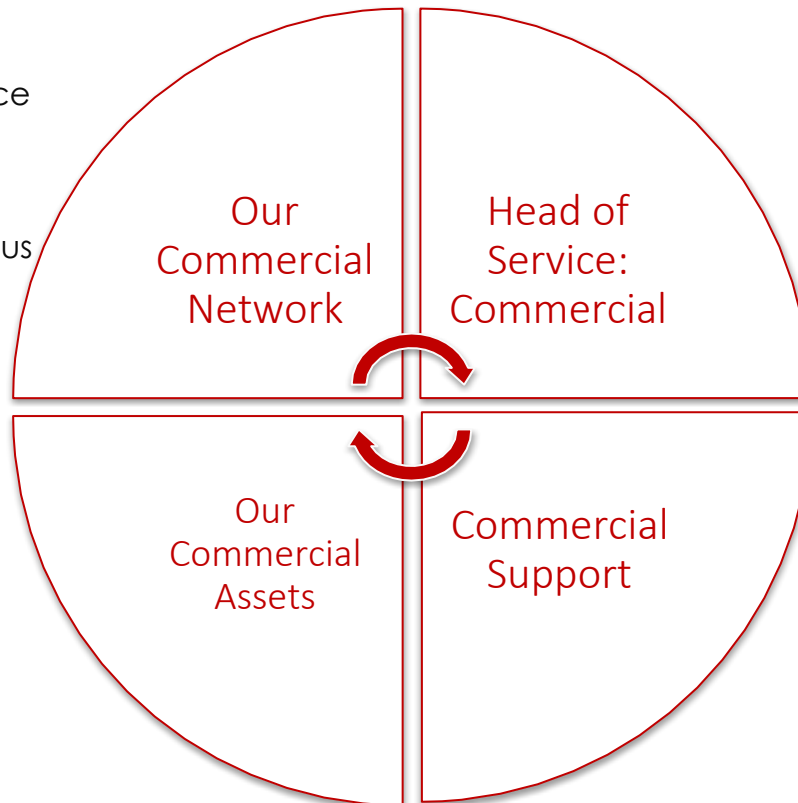
- Support the development of our Commercial Learning Programme
- Support the development of our Commercial Business Planning process
- **Assisting, where relevant, in achieving a corporate coherence in areas of common policy. E.g. Fees and Charges, Traded Development.**
- **Identification of Issues and barriers inhibiting commercial activity**
- Considering the skills and capacity needs in the organisation to be able to identify, initiate, implement and manage commercial ventures.
 - Supporting cultural, skills developments in the council.
- Capturing best practice and **influencing the development of our approach.**
- Supporting our Traded Services to create and innovative further and be responsive to customer need.
- Developing and promoting an increased commercial presence of Lancashire County Council throughout the county and beyond.
- Supporting the council to be innovative in the delivery of services to residents, communities and partners and manage cost effectively.
- Advise on systems, processes or practice

Commercial Business Planning presents the methodology by which the organisation will assess commercial ventures – traded development, New Enterprise, and ensure services have clarity of purpose, support objectives and are not conflicted.



Commercial Champions in directorates.
Service areas sharing knowledge and best practice
Application of Fees and Chargers
Traded Development
Removing barriers, continuous improvement.

Our People
Our Infrastructure
Our Position
Our Role
Our Knowledge
Our Customer Insight
Our Partnerships
Our Land and Buildings
Our Liquid Assets
Our Market Strength



Strategic lead for our Commercial Blueprint
Lead Commercial Champions
Culture: Commercial Learning Programme
Support and Challenge
Advice & Alternative Service Delivery Models
Commercial Business Planning (New Enterprise, Investment)

Specialist colleagues from across the organisation:
Communications,
Legal, Finance, Programme Office, ICT, Market Analyst/ Researcher

Questions ?

