

Welcome to:

We will start in a few minutes



Developing a Commercial Strategy

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WeAreC.Co – CIPFA's Consultancy Service

- A bit about me...
- A bit about CIPFA C.Co...

.....and a bit
about logistics



A bit about CIPFA C.Co...

- CIPFA is our parent organisation
- Created to address the **scale of challenges** facing the public sector
- Required **new thinking** and a **fresh approach**
- Value driven service
- Experienced practitioners from across the public sector
- Offer a package of services for **public sector reform, improvement** and **efficiency**; the possibilities are endless

Let's work together...how to contact C.Co...

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A bit about logistics...

Chat panel

How can we talk?



Developing a Commercial Strategy

This webinar...

- Discusses the approach to defining an organisational **commercial strategy** which supports the strategic objectives, outcomes and aims of your organisation.
- Overview of how to put it into **practice**

Being commercial

- Councils continue to face increased pressures and so the need to consider commercial opportunities to charge and trade has never been more apparent
- There is no one size fits all and commercialism should not be viewed in isolation
- **Developing a Commercial Strategy** will help to target already stretched resources in a focused way

Current thinking

- Austerity measures
- Latest budget statement
- Case studies
- Successes and failures
- One size doesn't fit all

Ability to charge and trade...

Authorities should:

- Have a clear rationale for how much they charge and what they charge for
- Have a strategic approach to setting fees and charges
- Regard the views of citizens and service users
- Assess the benefits and risks



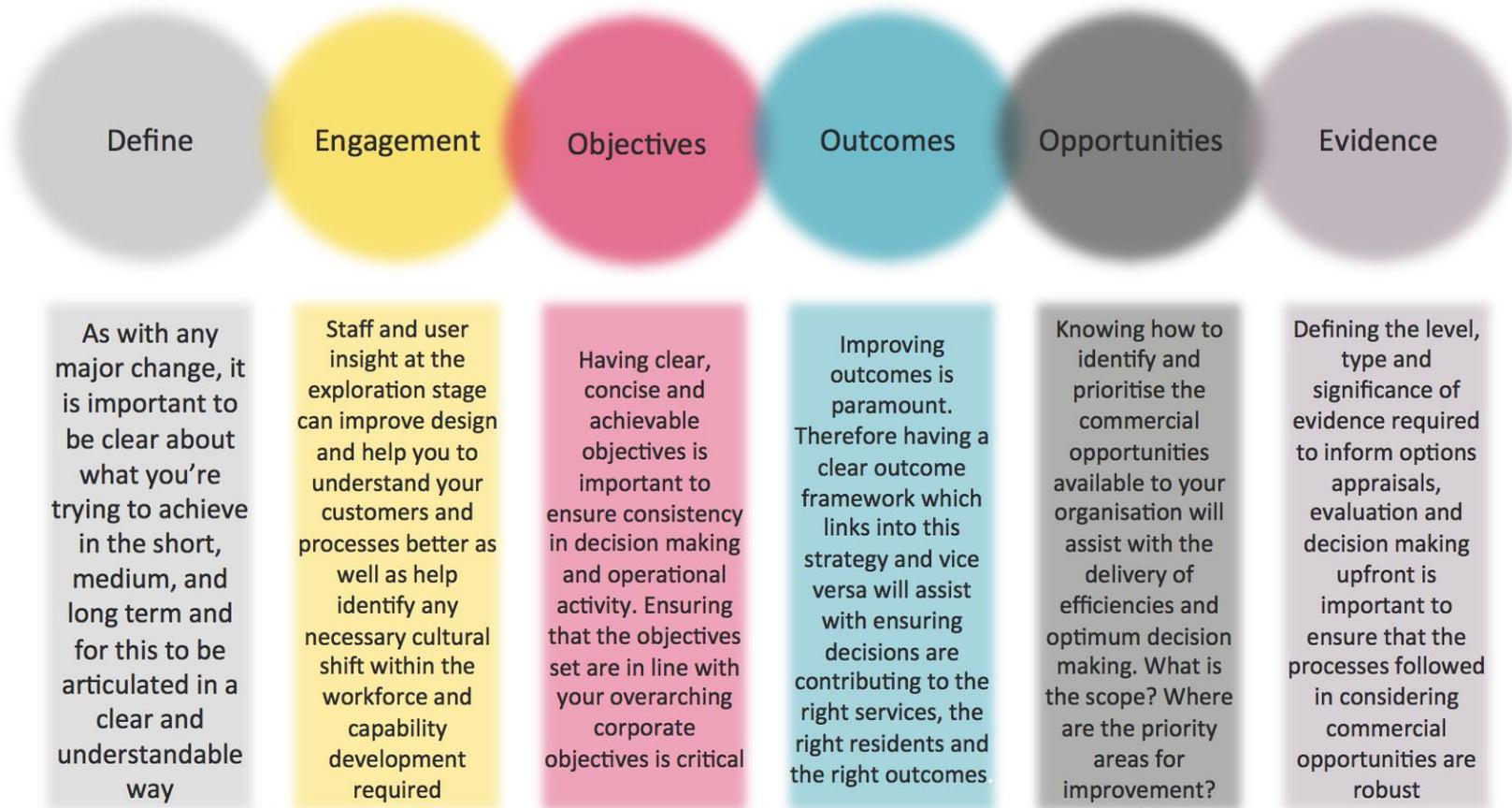
Why develop a commercial strategy?

- Provides for managed transformation
- Allows organisations to pursue efficiencies
- Eradicate any systemic waste
- Managing the demands and expectations of citizens
- Being innovative and creative with opportunities
- Raising income to offset budget reductions where possible
- Shifting mindsets

Where to start?

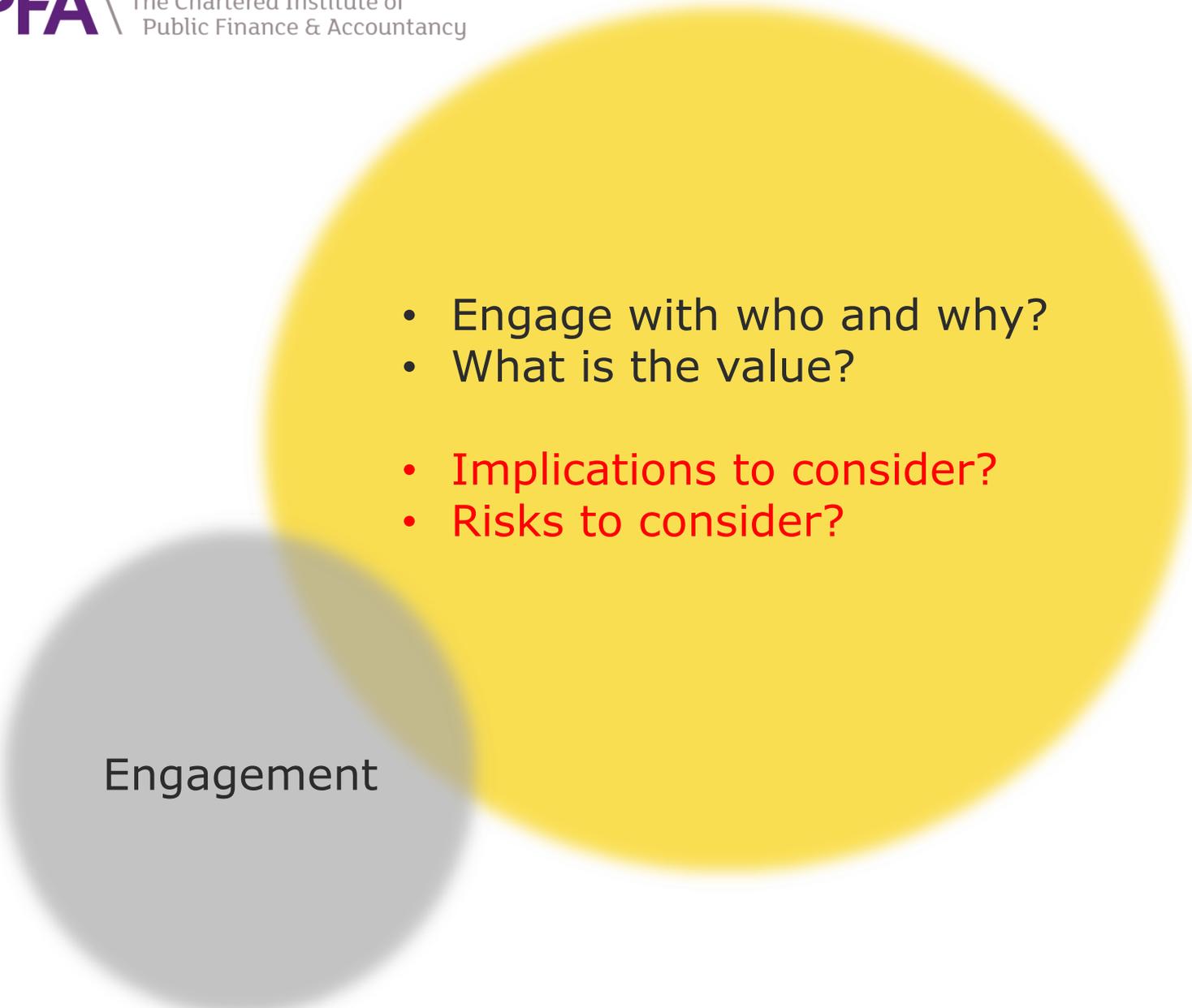
- What does Commercialism mean to you?
- What are your drivers?
- What are you trying to achieve?
- Where are your opportunities?
- How will you assess each opportunity?
- What will success look like?

Six steps to establishing a Commercial Strategy:



- What does 'Commercial' mean to your organisation?
- What are you wanting to deliver in the short, medium and long term?
- What question are you seeking to answer?
- Implications to consider?
- Risks to consider?

Define

- 
- Engage with who and why?
 - What is the value?
 - Implications to consider?
 - Risks to consider?

Engagement

- What are you trying to deliver?
- How will you know when you have achieved 'it'?
- Implications to consider?
- Risks to consider?

Objectives

- Do you have an Outcome Framework in place?
- Can you define the outcomes you wish to contribute towards?
- Why are you doing this?
- Implications to consider?
- Risks to consider?

Outcomes

- Is there to be a systematic approach?
- Implications to consider?
- Risks to consider?

Opportunities

- Assurance and Scrutiny?
- Implications to consider?
- Risks to consider?

Evidence

What good looks like...

- Background & purpose
 - Strategic Aims & Objectives
 - Commercial Vision
 - Delivery / Plan of Action
 - Performance Measures
 - Governance
 - Risk Management
 - Audit
- 
- Links to other strategies

Putting it into practice

Start with your outcomes



Strategy to Reality- key questions

- Do you know what you want from the service?
- Can you develop an outcome driven service specification?
- Do you know what service users want/value/need?
- Can you undertake market analysis?



Strategy to Reality- key questions

- Are there alternative providers to us and what do they charge?
- What will be the impact on services, users, and citizens?
- Who uses our services?
- What is the cost of implementing the charge?



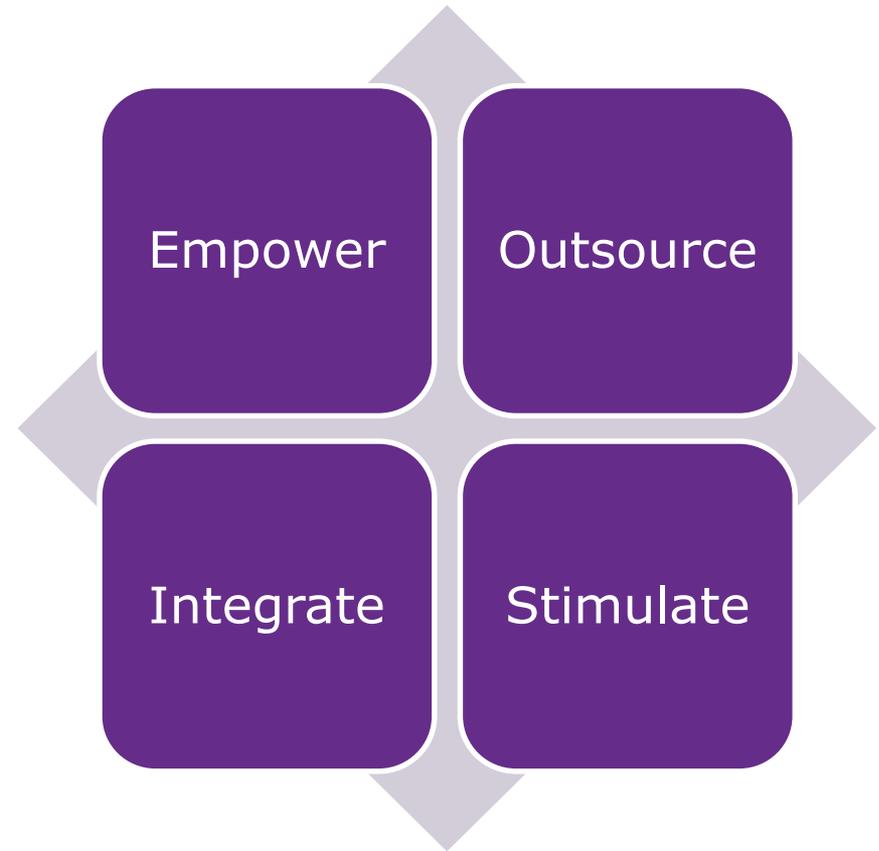
Strategy to Reality- key questions

- Can you evidence the potential from the service?
- Do you have an approach to business case development?
- How will you make a recommendation?

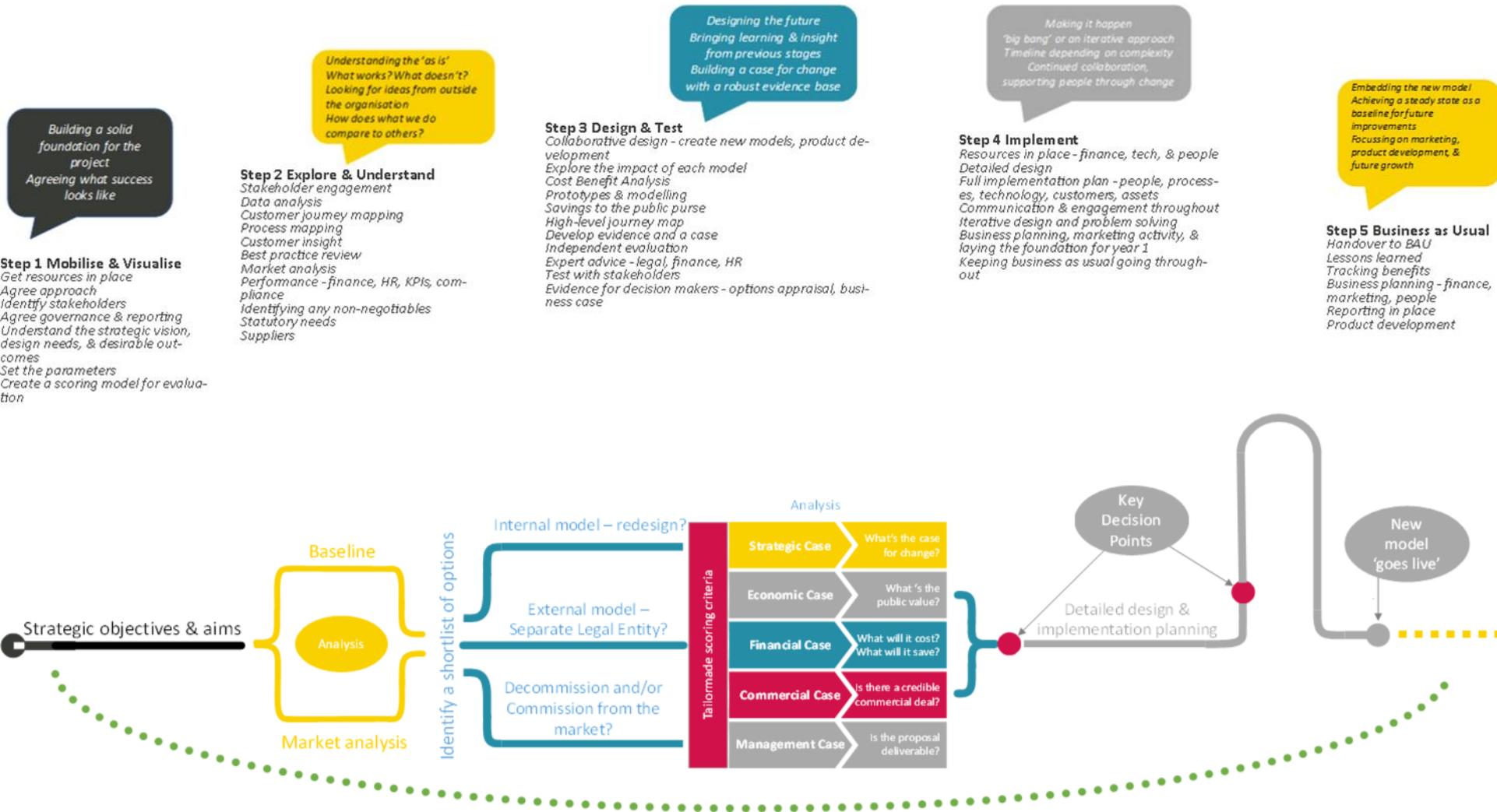


Evidencing your decisions

- Is the community able to deliver the service? (Empower)
- Is the market able to deliver the service to the required cost and standard? (Outsource)
- Would integrating with partner deliver positive outcomes? (integrate)
- Where there is an immature market can we explore different delivery models? (Stimulate)



Evidencing your decisions



Embedding the strategy...

- Local authorities may want to consider investing resources to support a corporate programme to implement their strategy.
- Investment in change management, developing employee capabilities, communications, aligning performance management processes, and adapting governance mechanisms may be required to enable a more entrepreneurial culture to flourish.

Health Checks...

- Do you have a commercial strategy?
- Are you developing one?
- Are you confident that your strategy is delivering key outcomes?

- Conducting a health check can assist your organisation

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