

## **Meeting of the Corporate and Economic Strategy Select Committee – 2<sup>nd</sup> November 2023**

### **Report of the Director of Digital, Customer & Commercial Services**

#### **Commercial Strategy**

##### **Purpose of report**

1. To provide an update on the commercial strategy, core commercial activity and key projects and assure the committee on the value of the work undertaken by the Commercial team.

##### **Recommendation**

2. It is recommended:-
  - That the Select Committee note the contents of the presentation attached in appendix 1.

##### **Background**

3. The commercial team was established in November 2018 with a sole focus on developing the traded service to schools offer and launching RevolutionforSchools, the traded services sales platform.

In April 2021 upon appointment of the new Director of Digital, Customer & Commercial Services the remit changed, the commercial strategy was launched and the focus of commercial broadened to include:

“Any product, service or activity where the Council has discretion over the service and price offered and where the purpose of the activity is to generate a financial contribution.”

There are 3 core priorities that commercial work to:

- Identify opportunities that generate a material financial contribution to the Council's finances

- Develop a commercial culture & commercial capability
- Commercially driven execution

We deliver 3 areas of focus:

- Big tickets items that have a significant impact on the bottom line
- Delivery of political priorities
- Tactical operational fixes

4. In the presentation will provide an overview of the commercial strategy and approach, the baseline financial position, key priorities and challenges. We will then provide an overview of key initiatives and projects and a more detailed look at the following key projects:

- Connect2Dudley
- Cessation of School Meals

### **Finance**

5. The total commercial income across the Council is c£44m. This does not reflect profit or impact on bottom line.

Due to the size of the commercial team, they are not fully engaged in all services that receive a commercial income.

### **Law**

6. Pursuant to Section 1 of the Localism Act 2011 the Council has power to do anything that individuals generally may do.

### **Risk Management**

7. There are no specific risks associated with this report / presentation however with any commercial income there is a recognised risk that fluctuate impacting on the budget of commercial services.

### **Equality Impact**

8. No equality impacts have been identified.

### **Human Resources/Organisational Development**

9. As part of the commercialisation strategy we are working to upskill and coach commercial leads across the Council to enable them to embed commercial thinking into their decision making.

## **Commercial/Procurement**

10. Commercial implications are within the report / presentation.

There are no procurement implications associated with this report.

## **Environment/Climate Change**

11. No environment/climate change impacts have been identified.

## **Council Priorities and Projects**

12. The information contained within this report supports the Future Council Programme as the Council aims for financial sustainability and looks to strengthen governance processes to take informed and transparent decisions.

*Luisa Fulci*

**Director of Digital, Customer & Commercial Services**

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## **Appendices**

- Appendix One – Commercial Strategy Presentation