

Blaenau Gwent County Borough Council

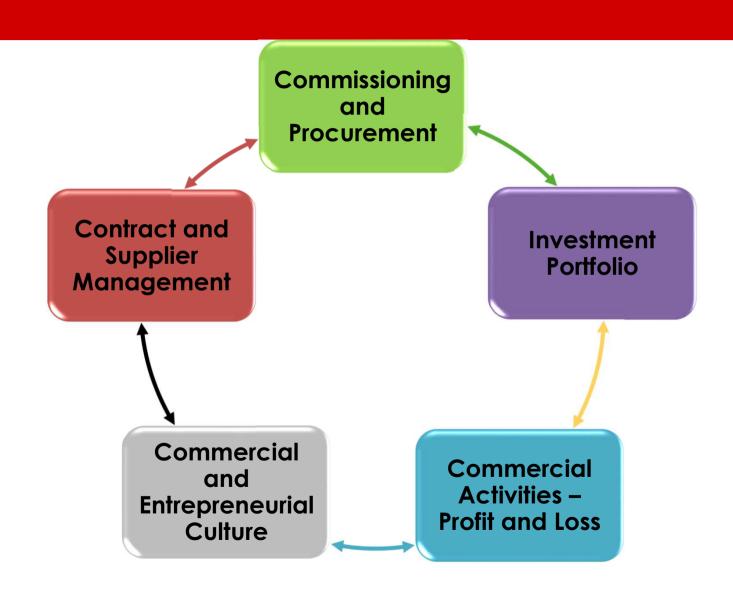
Commercial Strategy and Work Programme

Commercial ambitions for Blaenau Gwent

Blaenau Gwent County Borough Council Thinking like a commercial organisation



Blaenau Gwent County Borough Council Commercial Ambitions



Blaenau Gwent's Commercial Ambitions

Commissioning and Procurement

Commissioning the right services in the right way to ensure value for money and delivering better outcomes

Investment Portfolio

Shaping the investment options based on robust business cases, risk assessment and market intelligence

Commercial Activities – Profit and loss

Identification of truly commercial opportunities based on market intelligence, assessment of business opportunities and strong profit and loss accounting

Commercial and Entrepreneurial Culture

Involvement of staff and partners in identifying opportunities along side the ability to create robust business cases, seek investment and have capacity to scale operations

Contract and Supplier Management

Improved contract management and negotiation skills working with our suppliers to control costs, achieve value for money and deliver innovative solutions

Ambition 1 – Commissioning and Procurement

Commissioning the right services in the right way to ensure value for money and delivering better outcomes

Commissioning and Procurement

Understanding what we are Year 1 buying and why Understanding how we are Year 1 procuring the services or products Seeking economies of scale Year 2 where possible Understanding the impact of the Year 2 services and products Seeking innovation from our Year 3 commissioning framework

Ambition 2 – Investment Portfolio

Shaping the investment options based on robust business cases, risk assessment and market intelligence

Investment Portfolio

Year 1 Agreeing options for investments linked to our investment strategy Agreeing our risk and reward Year 1 yields **Exploring investment vehicles** Year 2 Strong governance for Year 2 investment management

Ambition 3 – Income

Identification of truly commercial opportunities based on market intelligence, assessment of business opportunities and strong profit and loss accounting

Commercial
Activities
Profit and
Loss

Review of current commercial activities	Year 1
Create business plans to support existing commercial activities	Year 1
Agree a vehicle for identifying commercial opportunities	Year 2
Agree appropriate business case development	Year 2
Agree triggers to end commercial activities that are not profitable	Year 2
Agree further investments to scale and grow successful commercial activities	Year 3

Ambition 4 – Commercial and Entrepreneurial Culture

Involvement of staff and partners in identifying opportunities along side the ability to create robust business cases, seek investment and have capacity to scale operations

Commercial and Entrepreneurial Culture

Create a vehicle for capturing ideas for commercial activities	Year 1
Identify roles that have the freedoms to be entrepreneurial	Year 1
Build the skills to assess market opportunities	Year 2
Build the skills to assess best commissioning options	Year 2
Identify the organisational barriers	Year 2
Agree investment routes to build new commercial activities	Year 3
Agree governance arrangements to ensure quality is achieved and risks mitigated	Year 3

Ambition 5 – Contract and supplier management

Improved contract management and negotiation skills working with our suppliers to control costs, achieve value for money and deliver innovative solutions

Contract and supplier management

Establish single points of contact for all Year 1 key suppliers Agree supplier relationship management Year 1 expectations within roles Strategic Commercial Board to review Year 2 key contract performance Create visibility of end of life contracts to Year 2 start the commissioning process early Agree terms of contract and supplier Year 3 relationship strategy to support MTFS

Commercial Governance

CLT

Strategic Commercial Board

Commissioning and Procurement base on strategic imperatives

Commercial and Entrepreneurial opportunities

Investment Strategy Programme

Monitor Commercial Activities and projections

Other Inputs: Senior Managers from Service Areas -Legal, Procurement, Finance, Communications etc.



Commercial Strategy

Feedback