

Overview & Scrutiny Recommendation Response Pro forma

Under section 9FE of the Local Government Act 2000, Overview and Scrutiny Committees must require the Cabinet or local authority to respond to a report or recommendations made thereto by an Overview and Scrutiny Committee. Such a response must be provided within two months from the date on which it is requested¹ and, if the report or recommendations in questions were published, the response also must be so.

This template provides a structure which respondents are encouraged to use. However, respondents are welcome to depart from the suggested structure provided the same information is included in a response. The usual way to publish a response is to include it in the agenda of a meeting of the body to which the report or recommendations were addressed.

Issue: Commercial Strategy Progress Update

Lead Cabinet Member(s): Cllr Dan Levy, Cabinet Member for Finance

Date response requested:² 17 December 2024

Response to report: Commercial Strategy Update

¹ Date of the meeting at which report/recommendations were received

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Response to recommendations:

Recommendation	Accepted, rejected or partially accepted	Proposed action (if different to that recommended) and indicative timescale (unless rejected)
<p>That the Council develops and shares with the committee on a regular basis a more detailed project plan for the Commercial strategy, outlining specific commercial opportunities in development, enabling activity, timelines, targeted savings or expected income generation, risk and RAG ratings.</p>	<p>Accepted</p>	<p>The need to develop commercial maturity at pace, including commercial thinking and the enabling systems and processes, is acknowledged. The initial phase of the Commercial Strategy is focussed on developing the operating model, and commercial thinking. Recruitment to the vacant Head of Commercial and Procurement role, who is responsible for the commercial strategy is progressing, with final stage interviews and then hopefully an appointment expected w/c 24 February.</p> <p>The Commercial Transformation Programme has two key projects, Data and Reporting and Contract Management that are timetabled to be concluded July 2025 and September 2025 respectively. These projects will transform the operating model and provide the foundation for improving the commercial maturity and identification of commercial opportunities.</p> <p>It is expected that during the next six months the Commercial Board will receive initial business cases for commercial opportunities. As these opportunities emerge and are developed through the business case process, these will be shared with the committee.</p>
<p>That the Council ensures that future iterations of the Strategy clarify how it intends to help the Council make money, how money will be used</p>	<p>Accepted</p>	<p>The Commercial Strategy will be reviewed and revised on completion of the Commercial Transformation Programme. The timeline for the drafting of a revised strategy is November 2025.</p>

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more efficiently, and how it will be used more effectively.		
That the Council gives consideration to seconding staff to exemplars of good commercial practice to the private sector.	Partial	The development of commercial skills and good practice for our staff is a key part of the Commercial Transformation Programme, in particular but not exclusively in relation to contract management. The development of skills will be through training, coaching and mentoring, and by establishing a community of practice. Should an opportunity arise to work with a partner or trusted supplier that could support with identified development needs it would be given due consideration.
That the Council invests in greater capacity to undertake strategic and mid-contract management of contracts.	Accepted	Developing the contract management framework and the resources for contract management is one of the key projects being undertaken as part of the Commercial Transformation Programme. The outcome of that project will ensure contract management requirements are clearly defined, performance monitored and reported, with contract managers identified and trained. Investment into resourcing strategic contract management has also been agreed as part of the 2025/26 budget.
That the Council includes representatives of Adult Social Care and Children's Social Care on its Commercial Board	Rejected	The governance including the membership of the Commercial Board is currently under review.