

London Borough Of Havering

# Commercial Strategy Action Plan

Making a Difference.

## Document Control

Include document details, version history, approval history, and equality analysis record.

### Document details

<b>Name</b>	Commercial Strategy
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### Version history

Version	Change	Date	Dissemination
<b>V0.1</b>	Draft	30/07/2024	Trevor Cook
<b>V0.2</b>	Draft	02/08/2024	Business Partners, Commercial Board Working Party
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## Governance

A shared vision we are all working towards, with a clear framework, ensuring that services support greater commercial activities and opportunities.

	Action	Outcomes Sought	Timescale Short term = 2025 Medium term = 2026/27 Long term = 2028/29	Responsible Officer(s)
1.1	Establish a Strategic Commercial Board.	Ensure strategic alignment and high-level oversight for the development and execution of the Commercial Strategy.	Short term	Trevor Cook Exec Support Resources
1.2	Establish an Operational Commercial Board.	Facilitate idea generation and oversee the practical implementation of the Commercial Strategy.	Short term	Trevor Cook Exec Support Resources
1.3	Identify Lead Member and ELT Lead for 'Commercial Opportunities'.	Designate clear accountability and leadership for driving commercial opportunities.	Short term	Andrew Blake-Herbert Trevor Cook
1.4	Develop streamlined process in Governance for decision making to ensure opportunities are not lost.	Ensure efficient and timely decision-making to capitalise on commercial opportunities. Streamline administrative process and eliminate redundant steps in decision-making.	Medium term	Trevor Cook Jacqui Barr
1.5	Embed 'Commercial Opportunities' within existing decision-making processes.	Integrate commercial considerations into all relevant decision-making frameworks.	Medium term	Trevor Cook Jacqui Barr
1.6	Implement Risk escalation and management process with oversight from Commercial Boards.	Ensure timely identification and management of risks.	Medium term	Maria Denton
1.7	Commercial activities subject to internal audit & scrutiny.	Ensure internal checks and balances on commercial activities. Report progress of the Boards bi-annually to the Overview & Scrutiny Board to deliver internal checks and balances.	Medium term	Trevor Cook Maria Denton Anthony Clements
1.8	Develop a robust Commercial Framework to evaluate commercial opportunities with thorough business case assessments reviewed by the Commercial Boards, including comprehensive risk management considerations.	Ensure thorough evaluation and risk management of commercial opportunities.	Medium term	Trevor Cook Shola Omogbehin
1.9	Embed commercial contract management approach within each service that incorporates social value, particularly in procurement and commissioning processes.	Ensure effective management of commercial contracts with a focus on social value. Contract managers maximising social value from contracts to ensure the Council benefits.	Long term	Euan Beales Zak Durrani Lorna Waters

1.10	Develop single views of 'customers' to identify opportunities.	Create a unified customer perspective to better identify and serve commercial opportunities.	Long term	Operational Commercial Board
1.11	Establish a differentiated approach to fees and charges.	Implement a tailored approach to pricing that maximises revenue and competitiveness.	Long term	Trevor Cook Shola Omogbehin Vanya Alexander
1.12	Develop a resource for identifying grants, bidding and sponsorship opportunities.	Create a centralised database or platform that aggregates available grants, bidding and sponsorship opportunities.	Long term	Euan Beales Zak Durrani Lorna Waters

## Commercial Capability

Investing in people's expertise to create a commercial culture and approach to knowledge sharing, going above and beyond to build our reputation for providing a high quality service.

	Action	Outcomes Sought	Timescale Short term = 2025 Medium term = 2026/27 Long term = 2028/29	Responsible Officer(s)
2.1	Develop a commercial culture and mind-set across the Council.	Increased awareness and adoption of commercial practices across all council departments.	Short-Long term	Operational Board
2.2	Identify Commercial Learning Sponsors from service areas to create and commission a programme of staff training in commercial awareness and relationship building.	Creation of a structured commercial training program with staff participating in commercial awareness and relationship-building training sessions.	Short term	Operational Commercial Board
2.3	Identify and promote commercial 'leads' across services.	Designation of commercial leads in each service area.	Short term	ELT TBC
2.4	Create a forum for sharing ideas relating to commercial activities.	Create a process for commercial and money saving ideas to be considered, working with the relevant service areas. Increased staff engagement in idea generation leading to the implementation of new innovative projects. Encourage and support staff to propose and develop commercial ideas for consideration and implementation.	Short term	Darren Bindloss
2.5	Identify (mandatory) training and development opportunities for staff on commercial awareness and customer service.	Implementation of (mandatory) commercial awareness and customer service training and development for all staff. Build a Community of Practice on commercialisation.	Medium term	Joanne Budden Alison Callan-Day Trevor Cook Shola Omogbehin Kevin Engstrom
2.6	Incorporate manager and staff commercial competencies into PDR objectives.	Integration of commercial competencies into Personal Development Review (PDR) objectives for managers and staff resulting in an increase in commercial initiative success rates. Improvement in commercial capability scores in staff assessments.	Medium term	Operational Board
2.7	Embed commercial approach to service delivery.	Adoption of a commercial approach in all service delivery strategies leading to an increase in service efficiency and revenue.	Medium term	TBC
2.8	Include 'commercial skills/knowledge' in job profiles.	Updating all relevant job profiles to include commercial skills/knowledge requirements, resulting in improvement in hiring for commercial competencies.	Medium term	Joanne Budden Dan Debuc

2.9	Embed recognition of commercial activities as part of the STAR award category.	Inclusion of commercial activity in the STAR awards with at least three teams or individuals recognised for their commercial contributions within the first award cycle.	Long term	Joanne Budden Alison Callan-Day
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## Communication & Marketing

Understanding our customer's needs, before they do, to develop existing high performing and high demand services to grow and increase their customer base.

	Action	Outcomes Sought	Timescale Short term = 2025 Medium term = 2026/27 Long term = 2028/29	Responsible Officer(s)
3.1	Introduce a Commercial section to the Intranet, with information on teams and services to enable signposting.	Clear contact details on the Intranet leading to an increase in cross-departmental collaborations.	Short term	Azeezat Periola
3.2	Introduce a Commercial section to the Internet, with information on teams and services to enable signposting and customers to get in touch.	Clear contact details on the public facing website for customer enquiries.	Short term	Azeezat Periola Web team
3.3	Establish single points of contact for services that share customers.	Enhanced customer experience and satisfaction by providing dedicated support, leading to an improvement in service efficiency and customer feedback scores.	Short term	TBC
3.4	Increase awareness across the borough about the range of services offered by the Council.	Achieved an increase in public awareness and utilisation of council services through targeted awareness campaigns.	Medium term	Benjamin Vaughan
3.5	Develop a 'prospectus' of services for potential new customers.	Creation and distribution of a comprehensive service prospectus, resulting in an increase in inquiries and new customer acquisitions.	Medium term	Operational Commercial Board
3.6	Develop existing & high demand services to grow & improve their trading positions by deepening & broadening their customer base.	Increased revenue from high-demand services within the next fiscal year. Enhanced customer satisfaction and retention rates.	Medium term	Operational Commercial Board
3.7	Use our website, SEO, and brand value to promote our trading and commercial activities and those which we can partner with others to receive a financial return.	Improved website traffic through SEO and digital marketing efforts, leading to an increase in commercial partnerships and financial returns.	Long term	Web team
3.8	Identify targeted marketing approach to understand our audience, including use of advocates, social media etc.	Improved audience engagement metrics.  Improve commercial use of social media and website content including promotion of prospectus/ credentials	Long term	Lorna Waters
3.9	Utilise various communication channels available to the Council to engage with and communicate with the public, leveraging customer information and contacts to identify and develop new commercial opportunities.	Enhanced public engagement through multiple channels, resulting in an increase in identified and developed commercial opportunities.	Long term	Lorna Waters Benjamin Vaughan



## Data & Technology

Leverage data and digital tools to innovate and enhance operational efficiency. Utilising data and digital intelligence, building our digital offer through the use of virtual technologies.

	Action	Outcomes Sought	Timescale Short term = 2025 Medium term = 2026/27 Long term = 2028/29	Responsible Officer
4.1	Understand how our customers want to be communicated with.	Improved customer satisfaction and engagement.	Short term	Operational Commercial Board
4.2	Identify opportunities to cross sell/upsell.	Increase revenue growth from cross-selling/upselling, number of cross-sell/upsell transactions, and customer lifetime value.	Short term	TBC
4.3	Target new businesses in Havering to offer services.	Expanded customer base and market presence.	Short term	TBC
4.4	Develop a Power BI Commercial Dashboard to support decision making and forecasting.	Enhanced decision-making capabilities and accurate forecasting. Data-driven insights leading to better strategic planning and resource allocation.	Medium term	Hannah Smith
4.5	Develop a single/process for a Customer CRM tool.	Streamlined customer relationship management and contract management. Improved customer service, reduced administrative burden, and increased contract flexibility.	Medium term	Operational Commercial Board
4.6	Improve and simplify processes for payments to suppliers and income collection.	More efficient financial processes and improved cash flow management. Faster payment processing. Introduce user-friendly payment platforms that facilitate easy and quick (manual) transactions.	Long term	Operational Commercial Board
4.7	Develop differentiated offer in the market place, expanding the market reach by adopting digital delivery.	Increased competitiveness and market reach. Enhanced brand reputation and access to new customer segments.	Long term	Operational Commercial Board
4.8	Digital self-service tools and processes will be introduced to provide central intelligence of our contract expenditure and a self-service experience to managing our commercial relationships.	Increased efficiency and transparency in contract management. Cost savings, improved user experience, and better contract oversight.	Long term	Operational Commercial Board
4.9	Maximise the use of technology to drive simpler and more cost-effective processes for commissioners, procurement, buyers, and suppliers.	Streamlined procurement and commissioning processes.	Long term	Mark Duff

4.10	Using our vast amount of business and service data more intelligently to create new/ enhance existing commercial opportunities and better service delivery models which will generate new income for the Council.	Enhanced data utilisation for innovation and revenue generation. Identify/enhance commercial opportunities with data intelligence.	Long term	Mark Duff Hannah Smith
4.11	Integrating artificial intelligence for service delivery and efficiency.	Improved service efficiency, reduce operational costs and innovation.	Long term	Mark Duff