

# Resources Scrutiny Commission

18 December 2019



**Report of:** Director: Commercialisation + Citizens and Shareholder Liaison

**Title:** Commercialisation and Innovation Update Report

**Ward:**

**Officer Presenting Report:** For information

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## Recommendation

That the Resources and Scrutiny Commission note:

1. An update on commercialisation and innovation activities following the Report to the Resources Scrutiny Commission on 15 September 2019 on the New Commercialisation Strategy and Programme 2018/21.

## The Report addresses the following significant issues:

1. Advises Resources Scrutiny Commission of the revised Commercialisation Strategy.
2. Updates Resources Scrutiny Commission on current Commercialisation priorities and pipeline.
3. Outlines an approach to identifying, shortlisting and resourcing new and innovative opportunities.
4. Updates on Commercialisation Development as a Service.



## 1. SUMMARY

This Report updates Resources Scrutiny Commission on commercialisation and innovation activities across the organisation.

## 2. COMMERCIALISATION STRATEGY AND PROGRAMME

The Commercialisation Strategy is *“to commercialise council services and optimise council assets so that Directorates achieve efficiency savings and income growth, and meet the Mayor and council’s economic, social and environmental priorities.”*

The Commercialisation Strategy 2019/22 has been refreshed and is attached for information. This strategy has been presented to both CIWG and Corporate Leadership Board in November 2019.

The Commercialisation Programme 2019/22, made up of major, medium and ‘micro’ commercialisation projects is to be properly resourced and professionally supported, using the council’s pivotal role in the local economy to work in partnership with both the private sector and other Core City councils, taking a solutions-driven, outcome-based approach.

## 3. COMMERCIALISATION PRIORITIES AND PIPELINE

### 3.1. Priorities

Priorities in the short term will focus on the reinstatement of South Bristol Sports Centre, Harbour Review (as part of a broader Historic Assets programme), and an Enabling Housing Innovation for Inclusive Growth Programme partnership grant funding application for £3m, >£500k of which would be allocated to the Council. Climate emergency actions to include fleet, electric vehicles, and electric vehicle charge point infrastructure are also priorities.

There is a need to resource re-procurement of commissioned services and contacts, where appropriate/relevant, to ensure compliance, performance, maximisation of efficiencies, best value, and continuous improvement, are all secured.

Business as usual and operational focus will be on reviewing services (internal and commissioned) within the Commercialisation + Citizens and Shareholder Liaison Division’s areas of delivery to ensure service delivery standards are defined and agreed, agreed performance against KPIs is effectively managed and monitored, and - where appropriate - improvement plans agreed.

Service offerings will be analysed to ensure commercial opportunities are maximised, marketed and fully exploited, and are operating as efficiently as possible, so that income generation, cost reduction and avoidance, and value for money are maximised.

Shareholding governance structure and strategy is being revised.

### 3.2. Pipeline

A pipeline of commercialisation, performance, efficiencies, cost avoidance, income generation and new and innovative opportunities is being developed. A process will be agreed with CIWG in January 2020 for bringing forward and shortlisting these opportunities in support of the pipeline and resource allocation (may include outline proposition/feasibility studies). CIWG Terms of Reference may be reviewed to align with this.

Opportunities for collaboration and working in partnership around innovation are being explored and CIWG are to receive an update report at their next meeting.

#### **4. COMMERCIALISATION DEVELOPMENT**

Permanent appointments have been made to the roles of Commercialisation Development Manager and Market Analyst within the Commercialisation Development Service, and recruitment is underway for a further position with the team.

The team will continue to engage with key stakeholders to both raise the profile of the service, and socialise the Commercialisation Strategy and Programme across the council.

In addition to the development of the pipeline as referenced above, a robust process is being established for the tracking of cashable savings, income generation, cost avoidance and/or additionality, together with non-cashable or less tangible efficiencies and additionality. It is acknowledged that Commercialisation + Citizens and Shareholder Liaison as a Division, in addition to being responsible for operational service delivery of a wide range of services, has a clear role as an enabling and support function across the council: however, it should be noted that not all savings or income generated will be directly attributable to the Division, and it will be necessary to develop a mechanism to avoid any double counting with other service areas whilst capturing the contribution and positive effects on cross-council services of the work of the Commercialisation team.

#### **5. POLICY**

The Commercialisation Strategy is aligned with relevant policy and legislation where applicable.

#### **6. CONSULTATION**

##### **a) Internal**

Elected members including CIWG members, Corporate Leadership Board.

##### **b) External**

Not applicable

#### **7. PUBLIC SECTOR EQUALITY DUTIES**

- 5a) Before making a decision, section 149 Equality Act 2010 requires that each decision-maker considers the need to promote equality for persons with the following “protected characteristics”: age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation. Each decision-maker must, therefore, have due regard to the need to:
- i) Eliminate discrimination, harassment, victimisation and any other conduct prohibited under the Equality Act 2010.
  - ii) Advance equality of opportunity between persons who share a relevant protected characteristic and those who do not share it. This involves having due regard, in particular, to the need to --

- remove or minimise disadvantage suffered by persons who share a relevant protected characteristic;
  - take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of people who do not share it (in relation to disabled people, this includes, in particular, steps to take account of disabled persons' disabilities);
  - encourage persons who share a protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.
- iii) Foster good relations between persons who share a relevant protected characteristic and those who do not share it. This involves having due regard, in particular, to the need to –
- tackle prejudice; and
  - promote understanding.

**APPENDICES:**

A) Commercialisation Strategy 2019/22

**LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985**

**Background Papers:**

None