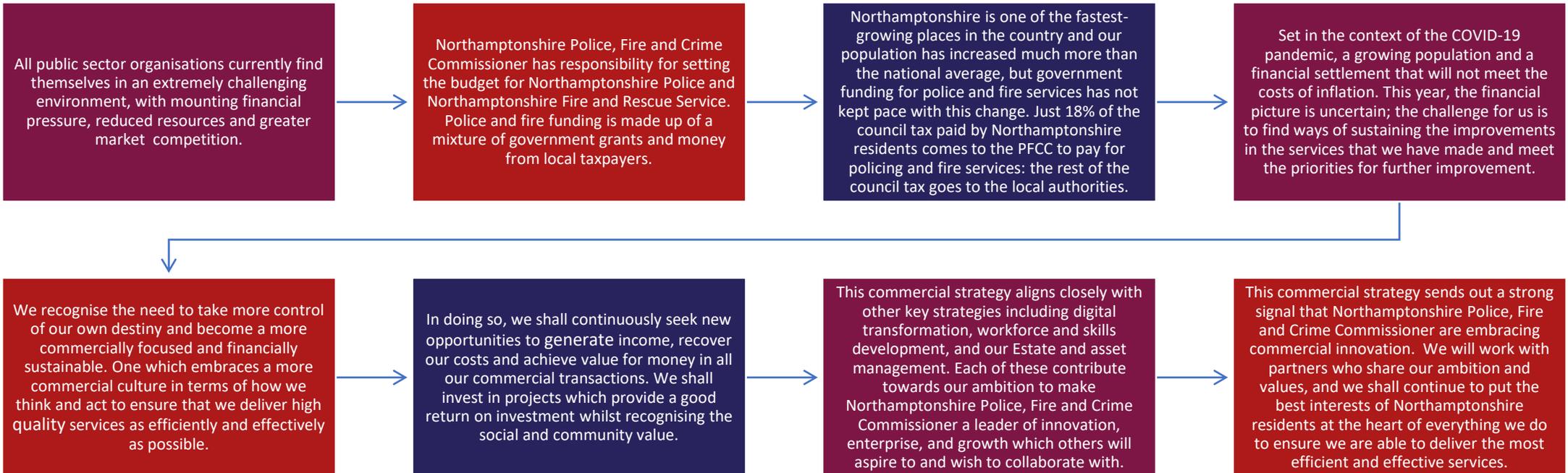


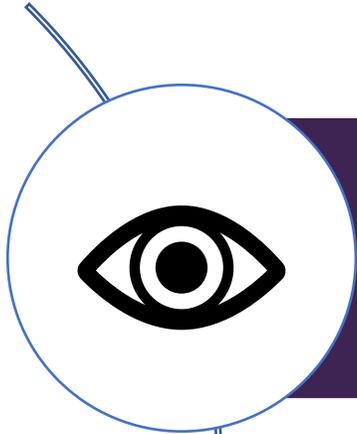
Joint Commercial Strategy 2022 -2025



Background

Where are we now?





Vision

Our vision is to be a commercial innovator and public sector entrepreneur, in order to preserve the public purse and support our organisational medium-term financial strategies.



Purpose

Our purpose is to preserve the public purse, to support the medium-term financial strategies and to enable the reprioritisation of resources to deliver the most efficient and effective fire and policing services to the residents of Northamptonshire.

Commercial Definitions

There are lots of definitions in relation to commercial. In essence it's an approach or 'mind set' that helps the organisations approach the challenges faced; commonly we use the following terms when referring to our various commercial activities:

Commercialism

- 'Commercialism' is an understanding of how we as an organisation need to operate in a more business-like way. This involves empowering staff to be innovative, embrace new flexible and agile working and move towards running services at cost neutral and where applicable 'trading' and selling services.
- This essentially means making sound decisions in terms of how we use our resources, how we invest public funds in projects and ventures to become more efficient and to generate income.

Innovation

- We see this as the ability to think and act differently when considering the ways we manage, operate, deliver and resource our services and products in order to deliver best value for our residents and customers.
- This means being resourceful and looking for increased innovation and confidence to consider different options some that would not previously have been considered, trialling new ways of working and applying learning.
- We have innovative staff and volunteers, and we work with partners who are equally innovative. We shall provide our staff with the commercial skills they require to be inquisitive, innovative and resourceful in everything they do.

Trading

- We are a multi-faceted organisation which commissions and provides a wide range of services across the county. We recognise that not all of our services can 'trade' or are chargeable to generate income. However, we recognise that some can, but have never been encouraged or enabled to do so.
- We shall further explore the opportunities to 'trade' ensuring we can all work in a way that puts our customers first, being aware of costs and delivering services as effectively and efficiently as possible.

Investment

- These are predominately the capital investment decisions such as replacing infrastructure and improving land and buildings. The principal focus will be on investing in projects and schemes that will ensure the services are able to deliver their key public services. However, we shall also ensure that when doing this we assess any opportunities to generate some form of financial return on investment.
- Commercial investment requests should focus on achieving at least one of three main drivers:
 - **Revenue Generation/ Invest to earn:** For example, proposals that generate new sources of income, such as proposals to enable existing revenue streams to be maintained longer into the future.
 - **Invest to save:** For example, delivery model assessment and proposals to introduce new technologies and redesign services to manage demand and promote collaboration.
 - **Social Value:** For example, proposals that will bring collective benefit to a community.
- Investment decisions will be made having applied a robust business case methodology and will be evaluated against key investment principles including financial and non-financial criteria to assess which proposals are taken forward.

Procurement

- The sourcing and purchasing of goods and services plays a critical role in achieving best value for each organisation and the residents of Northamptonshire. Through our procurements we manage risk, recognise economies of scale, and ensure compliance with all legal obligations. Delivering value for money and unlocking efficiencies is also a key driver.
- Our contract management and supplier relationships approach not only ensures availability of goods and services but contributes to delivery of the Police, Fire and Crime Plans. We are committed to developing our supply chains and supporting suppliers in delivering social value as a focus on social value supports the residents of Northamptonshire.
- The commercial team shall continue to ensure we use innovative procurement solutions, to achieve the best value, in full compliance with Corporate Governance Frameworks and the Public Contract Regulations 2015.

To support in the delivery of our Commercial Vision and Purpose we venture to deliver the following:

Strategy
Outcomes

Outcome One:

To generate revenue and efficiency savings throughout all commercial activity, whilst ensuring we support the delivery of quality services to Northamptonshire residents.

Outcome Two:

To build strong working partnerships with public, private and third sector organisations to maximise collaboration and stimulate financial savings

Outcome Three:

To embed a commercial culture within the organisations, supporting our staff to embrace innovation and produce new ideas through workshops and training sessions.

Outcome Four:

Deliver a joint commercial pipeline that is aligned to the Medium-Term Financial Strategies whilst demonstrating a return on investment.

Outcome Five:

To stimulate commercialism and trading opportunities in order to further the commercial development of the services and deliver wider benefits to the community.

Realising the outcomes

It is recognised that to achieve the outcomes we shall need to adopt key principles in our commercial activities:

Communication

- Endorsement from the Commissioner and Chief Officers and supported by all senior leadership teams
- Ensure transparency and effective communication
- Ensure clarity on the 'non-chargeable' and 'chargeable' service
- Transparency on the Specialist Services Charges, Expenditure and Investment
- Actively market our income generation opportunities
- Listen to our staff, providers, service users and customers
- Advertise, where possible, all commercial opportunities to work with our services

Intelligent and Agile

- Embrace transformation
- Positively challenge methods of delivery or proposal to encourage growth and change
- Know when to stop doing something that add no value or benefit
- Greater focus on procurement and contract management
- Know the marketplace and act competitively
- Establish a strong commercial culture and uplift staff skills
- Facilitated by a highly-skilled commercial team
- Pursue opportunities to generate efficiencies and savings
- Maximising value from our assets and income streams

Innovation

- Embrace commercialism and make the most of opportunities for income/revenue
- Create and encourage ideas for change or new opportunities/ways of working
- Nurture and develop those ideas at the most appropriate time
- Actively seek and work with our partners commercially to innovate new methods
- Encourage use of digital and technology to enhance delivery
- Exploring opportunities to sell and share our services

Realising the outcomes

Sustainability

- Demand more from service providers and contracts
- Drive the return on investment to fund services
- Making every penny count and achieve annual targets
- Drive digital enablement, product sets and efficiencies that offer longevity for the services
- Dispose of assets when the market is no longer viable
- Robust financial and commercial service programmes aligned to the corporate plan
- Plan for the future to ensure financial stability against the MTFPs and closure of the funding gap
- Effective and proportionate risk management
- Strategic and operational planning
- Access government grants and other funding
- Spend to save initiatives.

Compliance

- Develop and operate within a strong corporate governance model
- Timely reviews of governance processes
- Assure adherence to legislative provisions for all commercial activities
- Act with integrity and high ethical standards
- Protect public funds and manage financial risks effectively
- Ensure we get value for money for our residents
- Rigorous approval processes and project scrutiny
- Following corporate risk management and mitigation procedures
- Effective management of contracts
- Meticulous due diligence

Our Commercial Partners

{LOGO Permissions needed}



Both organisations have personnel permanently based at CJC as part of the wider Partnership Programme and form an integral aspect of the Working together a. In addition a range of other commercial agreements to support wider community safety projects.



Cambridgeshire Fire and Rescue, London Fire Brigade
Provision of Tactical Firefighter training to ensure National Maintenance of Competency



Provision of Special Police Services at Football Matches



Provision of Special Police and Fire Services at Formula One Events



Provision of Special Police and Fire Services at MOTO GP



Provision of Specialist Services at Festivals within the County



Provision of Commercial Framework agreements on behalf of public sector partners to deliver greater efficiencies

