
Commercialisation Group - Summary Report

Committee considering report:	Overview and Scrutiny Management Commission
Date of Committee:	01 October 2019
Portfolio Member:	Councillor Jeff Cant
Date Head of Service agreed report <i>(for Corporate Board)</i>	N/A
Date Portfolio Member agreed report:	21 October 2019
Report Author:	Andy Sharp
Forward Plan Ref:	N/A

1. Purpose of the Report

- 1.1 This report responds to the request from the Overview and Scrutiny Management Commission for information in respect of the progress made by the Commercialisation Group, its work programme and future direction.
- 1.2 The purpose of this report is to:
- Provide an assessment of the current position in respect of the work undertaken by the Commercialisation Group
 - Provide an overview of the work programme for the Commercialisation Group for the period August 2018 through to May 2019
 - Provide information in respect of the future leadership, focus and direction of the Commercial Board (revised name of the group) from November 2019 onwards following consideration by Corporate Board and a light touch review of the group

2. Recommendation(s)

- 2.1 That OSMC note the content of this report and the proposals for the future work of the Commercial Board.
- 2.2 That Members of OSMC comment on the focus, direction and potential work programme for the revised Commercial Board.

3. Implications

- 3.1 **Financial:** There are no direct financial implications as a result of this report, however the approach taken to commercialisation does interface with the MTFS.
- 3.2 **Policy:** There are no direct implications as a result of this report.

- 3.3 **Personnel:** There are no direct personnel implications as a result of this report.
- 3.4 **Legal:** There are no direct legal implications as a result of this report.
- 3.5 **Risk Management:** There are no direct risk management implications as a result of this report.
- 3.6 **Property:** There are no direct property implications as a result of this report.
- 3.7 **Other:** N/A

Executive Summary

4. Introduction / Background

- 4.1 In order to seek to create an organisational approach to the concept of commercialisation and to generate additional income for the local authority a Commercialisation Group was set up in August 2018 to progress this agenda. The Group was therefore originally set up to formalise arrangements for officers and members to work together to increase and enhance the commercial activity of the authority. As a part of this approach there was also an intention to seek to create and grow a more business minded culture in the way income generating ideas were progressed.
- 4.2 The Group met on a monthly basis between August 2018 and May 2019 and during this period the basic building blocks of good governance were established alongside initial discussions around the purpose and direction of the Group, which led to the production of a Commercialisation Plan. As well as developing the infrastructure and work programme of the Group presentations on the approach and purpose were provided at two Member development sessions to begin the process of improving awareness across the organisation. A series of documents were also drafted by the Group to embed a process into the Council, which will aide future decisions, specifically in relation to capital and/or revenue investments into ideas which suggest income generation is a possibility.
- 4.3 In June 2019 following discussions with Corporate Board in respect of the outcomes achieved by the Commercialisation Group, which are explored in more detail at appendix C to this report, it was agreed that the focus of the Group, its membership and future direction needed to be amended. As a result of this decision a light touch review of the outcomes delivered by the Group and the future arrangements for the Group has been undertaken by the Executive Director, People. The outcome of this review links closely to work being undertaken by the Chief Executive to review organisational governance and by the Executive Director, Resources to review the approach to the MTFS.

5. Proposals

- 5.1 The agreed way forward for the Commercial Board (previously the Commercialisation Group) is to implement a revised and more focused terms of reference which splits the role of the group into three key component parts:
- (1) To identify and lead strategically significant commercialisation programmes
 - (2) To provide guidance, advice and support to cross organisational commercialisation projects
 - (3) To take oversight of the traded services arrangements within the organisation
- 5.2 As part of the approach to implement this revised focus the terms of reference and membership of the Group have been amended and this is reflected for information at appendix F.
- 5.3 The Group will now be chaired by the Executive Director, People and will contain strategic representation from across the organisation. The group will meet for the first time in its revised format in November 2019 and a revised work programme for the Group will be created and disseminated following this meeting.

6. Conclusions

- 6.1 The work of the commercialisation group has to date allowed for the development of an infrastructure and framework to support commercial activity as well as creating a shift in the organisational understanding of commercialisation and trading. The progress made to date has been largely positive but has been limited by the ability of the Group to maintain oversight and control of projects and programmes that have been generated through and with the Group.
- 6.2 In addition, although short-term resources were allocated to support the work of the Group, clarity around how this would be supported in the longer term and the relationship between the income generated through these arrangements and the MTFS from a service / corporate perspective has led to an inability to effectively mainstream the work.
- 6.3 These challenges are neither unique to West Berkshire nor insurmountable and the work undertaken to date provides solid foundations from which future arrangements can be built upon and developed, linked to changes in the organisational governance arrangements and MTFS processes being led by the Chief Executive and Executive Director, Resources respectively.

7. Appendices

- 7.1 Appendix A – Data Protection Impact Assessment
- 7.2 Appendix B – Equalities Impact Assessment
- 7.3 Appendix C – Supporting Information
- 7.4 Appendix D – Group Action Plan
- 7.5 Appendix E – Terms of Reference

Appendix A

Data Protection Impact Assessment – Stage One

The General Data Protection Regulations require a Data Protection Impact Assessment (DPIA) for certain projects that have a significant impact on the rights of data subjects.

Should you require additional guidance in completing this assessment, please refer to the Information Management Officer via dp@westberks.gov.uk

Directorate:	N/A
Service:	Organisation wide activity
Team:	N/A
Lead Officer:	Andy Sharp, Executive Director, People
Title of Project/System:	Commercial Board
Date of Assessment:	15 th October 2019

Do you need to do a Data Protection Impact Assessment (DPIA)?

	Yes	No
Will you be processing SENSITIVE or “special category” personal data? Note – sensitive personal data is described as “data revealing racial or ethnic origin, political opinions, religious or philosophical beliefs, or trade union membership, and the processing of genetic data, biometric data for the purpose of uniquely identifying a natural person, data concerning health or data concerning a natural person’s sex life or sexual orientation”	<input type="checkbox"/>	X
Will you be processing data on a large scale? Note – Large scale might apply to the number of individuals affected OR the volume of data you are processing OR both	<input type="checkbox"/>	X
Will your project or system have a “social media” dimension? Note – will it have an interactive element which allows users to communicate directly with one another?	<input type="checkbox"/>	X
Will any decisions be automated? Note – does your system or process involve circumstances where an individual’s input is “scored” or assessed without intervention/review/checking by a human being? Will there be any “profiling” of data subjects?	<input type="checkbox"/>	X
Will your project/system involve CCTV or monitoring of an area accessible to the public?	<input type="checkbox"/>	X
Will you be using the data you collect to match or cross-reference against another existing set of data?	<input type="checkbox"/>	X
Will you be using any novel, or technologically advanced systems or processes? Note – this could include biometrics, “internet of things” connectivity or anything that is currently not widely utilised	<input type="checkbox"/>	X

If you answer “Yes” to any of the above, you will probably need to complete [Data Protection Impact Assessment - Stage Two](#). If you are unsure, please consult with the Information Management Officer before proceeding.

Appendix B

Equality Impact Assessment - Stage One

We need to ensure that our strategies, policies, functions and services, current and proposed have given due regard to equality and diversity as set out in the Public Sector Equality Duty (Section 149 of the Equality Act), which states:

- “(1) A public authority must, in the exercise of its functions, have due regard to the need to:***
- (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;***
 - (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; This includes the need to:***
 - (i) remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;***
 - (ii) take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;***
 - (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it, with due regard, in particular, to the need to be aware that compliance with the duties in this section may involve treating some persons more favourably than others.***
- (2) The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.***
- (3) Compliance with the duties in this section may involve treating some persons more favourably than others.”***

The following list of questions may help to establish whether the decision is relevant to equality:

- Does the decision affect service users, employees or the wider community?
- (The relevance of a decision to equality depends not just on the number of those affected but on the significance of the impact on them)
- Is it likely to affect people with particular protected characteristics differently?
- Is it a major policy, or a major change to an existing policy, significantly affecting how functions are delivered?
- Will the decision have a significant impact on how other organisations operate in terms of equality?
- Does the decision relate to functions that engagement has identified as being important to people with particular protected characteristics?
- Does the decision relate to an area with known inequalities?
- Does the decision relate to any equality objectives that have been set by the council?

Please complete the following questions to determine whether a full Stage Two, Equality Impact Assessment is required.

What is the proposed decision that you are asking the Executive to make:	No specific decision is being requested as a result of this report.
Summary of relevant legislation:	N/A
Does the proposed decision conflict with any of the Council's key strategy priorities?	No
Name of assessor:	Andy Sharp, Executive Director, People
Date of assessment:	15 th October 2019

Is this a:		Is this:	
Policy	No	New or proposed	No
Strategy	No	Already exists and is being reviewed	Yes
Function	No	Is changing	Yes
Service	No		

1 What are the main aims, objectives and intended outcomes of the proposed decision and who is likely to benefit from it?	
Aims:	To provide a strategic framework to manage and facilitate commercial and traded activity across the organisation.
Objectives:	To maximise commercial benefits and traded approaches across the Council and potentially in partnership with other public or private bodies.
Outcomes:	Increased levels of sustainable income and enhanced services.
Benefits:	As above.

2 Note which groups may be affected by the proposed decision. Consider how they may be affected, whether it is positively or negatively and what sources of information have been used to determine this.

(Please demonstrate consideration of all strands – Age, Disability, Gender Reassignment, Marriage and Civil Partnership, Pregnancy and Maternity, Race, Religion or Belief, Sex and Sexual Orientation.)

Group Affected	What might be the effect?	Information to support this
Age	N/A	
Disability	N/A	
Gender Reassignment	N/A	
Marriage and Civil Partnership	N/A	
Pregnancy and Maternity	N/A	
Race	N/A	
Religion or Belief	N/A	
Sex	N/A	
Sexual Orientation	N/A	
Further Comments relating to the item:		

3 Result

Are there any aspects of the proposed decision, including how it is delivered or accessed, that could contribute to inequality?

No

Please provide an explanation for your answer:

Will the proposed decision have an adverse impact upon the lives of people, including employees and service users?

No

Please provide an explanation for your answer:

If your answers to question 2 have identified potential adverse impacts and you have answered 'yes' to either of the sections at question 3, or you are unsure about the impact, then you should carry out a Stage Two Equality Impact Assessment.

If a Stage Two Equality Impact Assessment is required, before proceeding you should discuss the scope of the Assessment with service managers in your area. You will also need to refer to the [Equality Impact Assessment guidance and Stage Two template](#).

4 Identify next steps as appropriate:	
Stage Two required	No
Owner of Stage Two assessment:	
Timescale for Stage Two assessment:	

Name: Andy Sharp

Date: 15 October 2019

Please now forward this completed form to Rachel Craggs, Principal Policy Officer (Equality and Diversity) (rachel.craggs@westberks.gov.uk), for publication on the WBC website.