

Appendix 1:

Commercial Development Unit Vision & Principles

Vision

To provide appropriate Council functions with the tools, knowledge and skills to enable them to operate commercially in order to deliver surplus income that can then be used to protect vital services for the people of Nottinghamshire.

Principles

- Any commercial operation should adhere to and have Nottinghamshire County Council values at its heart.
- The end aim is to generate surplus income, rather than straight profit, which should be used to the benefit of Nottinghamshire residents and service users.
- Operating commercially and generating surplus should not be at the expense of our relationships with our stakeholders, staff or service users.
- We should develop services to be able to operate commercially by providing the skills and knowledge and then provide autonomy and accountability.
- Any commercial operation should operate ethically, and have clear transparent governance and accountability.
- Changes in services to create a commercial element should take into consideration and assess impact on other non-commercial elements of the service, support functions and the whole organisation.
- Specific service knowledge is a key component of the development of any commercial service offer.
- A gateway process will assess the risk, identify the investment and justify the business case, and provide a clear exit strategy if required.
- Commercial operations should not just pass costs on to other organisations or individuals but should look to deliver superior value and benefits.
- The type of commercial entity should be justified through the business case and the legal implications of different trading entities.