

# Commercial Projects

Presentation to Business & Finance Scrutiny  
Committee

Jon Power

Policy & Development SDM

8<sup>th</sup> September

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# Commercial Projects

- Until 2021, Commercial Projects team had responsibility to work with service areas to identify projects and drive them forward to delivery
- Challenges:
  - the Projects team was seen as the owner of these projects and it was their responsibility to deliver them
  - In some areas, lack of buy-in from those who would be delivering the end project
  - Commercial Projects team did not necessarily have service-area expertise needed to prepare business case and develop ideas

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- Summer 2021, responsibility for commercial projects transferred to Policy & Development team.
- Implementing learning, previous approach was modified and adapted:
  - P&D monitor progress quarterly but also offer support and guidance;
  - Suite of documents prepared to assist in preparing business case to assess whether or not project can be developed and is a sustainable business model;
  - P&D offer support with benchmarking and locality data as needed through the Insight Team;
  - Finance team and service specific accountants remain critical to financial modelling for any plans;
  - This approach ensures ownership and responsibility for project development clearly sits with the relevant service, with input from relevant SMT member and SDM where needed;
  - Report approximately 6 weekly to Cabinet Member

# Commercial Projects

Moving forwards:

- Covid has had an impact on commercial projects as a result of refocussing priorities and, also, some impact upon business cases.
- Need to reassess and revisit those projects already on the plan.
- New approach to 'reset' programme and re-commence.
- Last monitoring before the summer break there were 37 live projects
- Commencing next stage in monitoring and propose report back to this Committee in November to report on progress;
- At that stage, P&D team will have an indication of those projects that look to be progressing and will make suggestions for projects in which Scrutiny can have input

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# Scrutiny input

In assessing any that Scrutiny could become involved with, will be looking at those that:

- May result in service transformation;
- May result in cessation of services (where they are not subject to scrutiny by another method);
- May result in delivery of a service to customers and there is an opportunity to shape how that service is delivered

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# Questions?

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