

Warwickshire County Council — commercial strategy development

“ECS worked with us to create a commercial strategy for the Council. Their work really helped us develop our approach to commercial activities and focus on the areas that are most important to the people of Warwickshire. We found their combination of commercial expertise and engaging approach to be highly effective.”

Rob Powell, Strategic Director for Resources, Warwickshire County Council.

Key achievements

- ECS developed a commercial Strategy for the Council along with a definition of Commercialism
- High level analysis and assessment of the Council’s current position on commercialism, including strengths, weaknesses, opportunities and threats
- Prioritised options for commercial development opportunities in line with the new strategy
- Skills Audit - identification of required skill sets to deliver commercial strategy, and proposals for future work to build commercial skills across the Council to support the delivery of the commercial strategy
- Risk Management Strategy - defined Council’s attitude to commercial risk and how commercial risk can be managed
- Interdependencies with other Council Strategies/Transformation Initiatives

The brief

ECS worked with Warwickshire County Council to develop a commercial strategy, the delivery of which would support the Council in achieving critical outcomes within financial constraints.

The work

ECS carried in-depth interviews with more than 30 staff and members to both understand the client’s current position, ambitions and capabilities and to develop and validate emerging themes in the strategy. Assessments of existing operations, commercial ventures and potential for commercial growth were conducted. The high-level strategy was approved by the Chief Executive’s team and subsequently Cabinet. A more detailed suite of documents, including an operating policy and a list prioritised commercial projects