

| <p style="text-align: center;">Commercial Strategy Action Plan Actions, activities and projects to deliver against the commercial strategy over the period of 2022 to 2026.</p> | | | | | | | | | | | |
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| We will do this with existing capacity/resource | | | | We can do with investment of capacity/ resources | | | | We think we can do this and we are going to explore to see if it's viable | | | |
| Activity | Lead area | Timescale | Anticipated income/saving | Activity | Lead area | Timescale | Anticipated income/saving | Activity | Lead area | Timescale | Anticipated income/saving |
| Development of a new way of working and hybrid working guidance to support service delivery and help staff to deliver savings with efficiencies from digital/hybrid working practices. | HR & Transformation | 2022 | Saving | Make GIS functionality publically available. This will create savings as the public will be able to self-serve 24 hours a day rather than needing to contact the Council for information. | Planning Development & ICT | 2022/23 | Revenue/Savings | Consider taking on third party contract for CCTV aka we monitor CCTV for others as a chargeable service utilising their infrastructure and we would monitor their CCTV. | Public Protection | 2022/23 | Revenue |
| Lobby national government on raising statutory fees that have not been raised in years. | Public Protection & all charging business units | Annually | Revenue | Ticketing system and website for theatre and National Civil War Centre to market services and future proof online sales. | Heritage & Culture | 2021/22 & 2022/23 | Savings/Revenue | Explore increasing the number of partners in the shared CCTV services to deliver savings and shared resilience. | Public Protection | 2022/23 | Savings |
| Annual review of fees and charges that are non-statutory (aka set by the Council) update annually e.g. providing advice to improve the food hygiene rating of a restaurant/café Review includes; - Reviewing existing charges (level of subsidy etc.) - New areas for charging - Understanding price elasticity | All charging business units/ Finance/ Transformation | Annually | Revenue | Develop small areas of land in town centres (brownfield land not utilised) into contract car parking | Corporate Property | 2022/23 | Revenue | Explore the viability of naming some Council assets as 'culturally exempt' to create savings. | Finance | 2022/23 | Revenue/Savings |
| Review of contracts for supplies and services for rationalisation and joint procurement e.g. amalgamate contracts across sites and/or services (for both services and purchases) to enable savings via joined up procurement. Potential amalgamations on contracts like; • Cleaning of Council assets • Repairs and maintenance • Utilities • Security • Compliance consultancy | Finance/Procurement/Legal/Corporate Property/Housing | 2022/23 | Savings | Rationalisation of the Council's systems as part of the Council's digitalisation strategy. Amalgamate systems to deliver savings and improve user experience e.g. systems that integrate better with hybrid working. | ICT leading with Planning Development, Public Protection & Revenues and Benefits. | 2022/23 | Savings | Explore viability of another Lorry Park in the district (likely to be in the west of the district). This achieves an income for the Council but also tackles lorry theft issues and manages low level ASB with lorry drivers in laybys. | Corporate Property | 2022/23 | Revenue |

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| Map use of consultants across the authority with an aim of rationalising and understanding what is needed. Considering questions such as; should we have a shared contract for repeated services? Would an officer be more efficient? | Finance | 2022/23 | Savings | Develop the events and wedding offer at the National Civil War Centre, Palace theatre and Castle. | Heritage & Culture | 2022/23 | Revenue | Consider the creation of an arm's length property development company, for assets/commercial including car parks (commercial not residential), that would act in or out of the district. | Corporate Property | 2023/24 | Revenue |
| Undertake two projects streamlining internal Council processes using business process re-engineering, namely using a defined methodology to redefine processes to identify efficiencies and remove duplication, resulting in service efficiencies. | Transformation | 2022/23 | Saving | Officers able to use tablets/mobile on site visits to deliver time efficiencies. | ICT/Planning Development | 2022/23 | Savings | Consider expansion of the offer at the theatre to include cinema and live shows online within the Palace Theatre. Develop a business case to explore the viability. | Heritage & Culture | 2022/23 & 2023/24 | Revenue |
| An estate rationalisation project to categorise Council assets/sites to consider what might be developed or sold. For example, could the land be developed or host a solar farm? Review to include; <ul style="list-style-type: none"> Review of current use Identify sites surplus to requirement/suitability Repurposing of buildings Development opportunities | Corporate Property with support from housing, planning development and planning policy | 2022/23 & 2023/24 | Savings/ Revenue | Look to extend Newark Lorry Park (with more parking spaces and services) in situ or as it is relocated. | Corporate Assets | 2022/23 & 2023/24 | Revenue | Get in-house resource for specialist advice such as; <ul style="list-style-type: none"> Tree officer Archaeology officer Conservation Planning Enforcement Air pollution specialists This creates saving as we don't have to 'buy-in' the services and we can 'sell' this service to other authorities and/or private companies. | Planning Development/ Public Protection | 2022/23 & 2023/24 | Savings/ Revenue |
| Generate revenue via filming permits at NSDC sites/assets. Assets to review all sites and identify what is appropriate and what is required for a permit (H&S etc.) and work with a specialist company to advertise these sites as filming locations. | Corporate Property leading working with Culture and Heritage, Planning and Communications. | 2023/24 | Revenue | Utilise a system that confirms customer appointments by text messages to remind customers and allow easy cancellation to prevent wasted journeys for officers attending appointments/site visits etc. | ICT | 2023/24 | Savings | Sell consultancy skills <ul style="list-style-type: none"> car park development, housing development, planning consultancy, Environmental health, Anti-social behaviour support for social housing providers (tenancy investigations), Training, and Project Management. Consider the creation of a development team that works across these areas to provide support packages to others. | Corporate Property/ Planning Development/ Public Protection/ Transformation | 2022/23 & 2023/24 | Revenue |
| Look to increase the revenue achieved by the Trade (commercial) Waste service by looking to rationalise the current contract base. | Environmental Services | 2022/23 | Savings/ Revenue | Consider amending the 'Statement of Community Involvement' to reduce the number of neighbour notification letters required for site notices to realise printing and postage savings. | Planning Policy & Planning Development | 2023/24 | Savings | The Council to run a commercial arboriculture team undertaking tree works on a commercial basis. This requires investment in staff and equipment and a continuous marketing programme alongside the team. Develop a business case to consider if a team is viable. This would require input from Planning and require heavy involvement from the new Tree & Landscape Officer | Environmental Services | 2023/24 | Revenue |

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| Promotion and marketing of commercial services based on a seasonal calendar, and train front facing staff on marketing our commercial services as part of customer contact. | Communications in partnership with all areas that deliver commercial services, and customer services. | Ongoing | Revenue | Expand commercial vehicle maintenance/MOT services. Picking up additional commercial work to fill workshop capacity. This would potentially need investment in staff and space. | Environmental Services | 2022/23 | Revenue | Greatly expand the scale of the garden waste service. This service covers 3 trucks we need to invest in vehicles and staff for a fourth truck and thus be able to expand to meet the need. Build a business case considering the viability of investment in a fourth vehicle. | Environmental Services | 2023/24 | Revenue |
| Look to utilise larger capacity vehicles to allow larger customer numbers with the same number of crews (trade & garden waste) | Environmental Services* | 2022/23 | Revenue | Increase the number of external Grounds Maintenance contracts to include playground inspections etc. | Environmental Services | 2022/23 | Revenue | Realise fuel savings with the electrification of the fleet. | Environmental Services* | Small scale 23/24. Large scale post 25/26 | Savings |
| | | | | | | | | Should additional space opportunities come to fruition look to set up and operate a commercial vehicle ATF facility | Environmental Services* | Unknown | Savings/ Revenue |
| | | | | | | | | Look into opportunities to set up an in house small works team that could incorporate pest control services. | Environmental Services* | 23/24 | Savings/ Revenue |
| | | | | | | | | Look into the possibilities of enacting a planning requirement on developers to purchase residual, recycling and garden waste bins for all new properties. This would theoretically produce savings on bin purchases whilst also possibly driving uptake on garden recycling. | Environmental Services*/ Planning | 22/23 onwards | Savings and possible revenue income |

*Please note all Environmental Services items contained on this sheet that rely on additional vehicles over the threshold of 3,500kg will be subject to satisfactory increase in O Licence specifications or new/larger premises should an increase fail.

This action plan will be reviewed and added to annually and progress reported to Committee as appropriate.