

Culture – Enhancing the Council’s commercial culture and capability				
Activity	Description	Lead Officer	Target completion date	Status as of May 2020
Commercial Awareness Training	<ul style="list-style-type: none"> <li>Investigate training options and pricing</li> <li>Create training programme</li> <li>Implement training</li> </ul>	Commercial Manager	November 2019	Complete: Bespoke training delivered to all Senior Managers and Councillors. A training programme is now being designed to deliver to the rest of the organisation.
Commercialisation launch	<ul style="list-style-type: none"> <li>Ensure all systems and procedures are in place for staff to propose new ideas</li> <li>Establish a framework and campaign for development of new proposals in order to create a shortlist of new opportunities</li> <li>Establish Commercial Group</li> </ul>	Service Director – Commercial  Commercial Manager	April 2019	Complete: With a view to refresh the launch and deliver a new engagement plan across the organisation.
Business Partnering Framework	<ul style="list-style-type: none"> <li>Introduce a partnering, collaborative way of working with all service areas to identify income and savings opportunities</li> </ul>	Commercial Manager	April 2020	Complete: Some service areas have already been thinking and acting commercially before this was introduced.
Commercial Strategy refresh	<ul style="list-style-type: none"> <li>Refresh elements of the strategy to address recovery issues as a result of Covid-19 and the changing environment</li> </ul>	Commercial Manager	September 2020	In progress.
Business Improvements – Become more business-like in our day to day activities				
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Maximise use of Uniform IT application	<ul style="list-style-type: none"> <li>Explore full capability of Uniform to improve property data management, data transparency &amp; data manipulation</li> </ul>	Senior Estates Surveyor	December 2020	In progress: Objective is to maximise income and improve cash flow of property estate.
Selling our services	<ul style="list-style-type: none"> <li>Identify services that are currently trading or could trade and meet with them to explore new opportunities and/ or improve performance</li> </ul>	Commercial Manager	March 2021	In progress: The Business Partnering framework will help to achieve this.
Horizon scanning	<ul style="list-style-type: none"> <li>Becoming competitive within the commercial market</li> <li>Continuing to explore new opportunities</li> </ul>	Commercial Manager	March 2021	In progress.

	<ul style="list-style-type: none"> <li>• Building a portfolio of potential investments</li> <li>• Designing a financial model that determines the viability of investments</li> <li>• Build relationships with external partners such as agents and private sector contacts</li> </ul>			
<b>Investment – Increasing capital and revenue returns to the Council through investment opportunities</b>				
<b>Activity</b>	<b>Description</b>	<b>Lead Officer</b>	<b>Target completion date</b>	<b>Status as of May 2020</b>
Property and Development Strategy	<ul style="list-style-type: none"> <li>• Produce an Asset Management Strategy that includes the opportunity to acquire land and property</li> </ul>	Senior Estates Surveyor	March 2020	Complete: Property Acquisition & Development Strategy received Full Council approval on 6 February 2020. Strategy now being used to evaluate property opportunities mainly within NHDC's district.
Town Lodge, Bungalow, Former Document Centre & Secondary Centre	<ul style="list-style-type: none"> <li>• Surrender lease on Town Lodge and dispose freehold interest in the other three sites</li> </ul>	Senior Estates Surveyor	July 2020	In progress: Contracts exchanged May 2019. Completion of contracts subject to purchaser receiving Planning consent for office block and residential block. Intention for NHDC to gain pre-emption option to potentially purchase residential flats (subject to favourable business case and subsidiary company being established).
Harkness Court	<ul style="list-style-type: none"> <li>• Undertake works at Harkness Court, in line with planning application approval, and rent out or sell</li> </ul>	Senior Estates Surveyor	October 2020	In progress: Legal and electricity supply issues delayed appointing contractor. Legal issues now resolved. On course for resolving power supply issues. Drafting of contracts with preferred (original) bidder in progress. Conversion and related work expected to begin July/August 2020, subject to lifting of Government movement restrictions on Covid-19.

Holding Company	<ul style="list-style-type: none"> <li>Set up a trading company and subsidiary companies as agreed by Cabinet (March 2018)</li> </ul>	Service Director – Commercial	December 2020	In progress: Plans are in place to explore the viability of setting up both companies.
Surplus property	<ul style="list-style-type: none"> <li>Identify all surplus and under-performing property within Estates</li> </ul>	Senior Estates Surveyor	March 2021	In progress: Objective is to identify existing property for value-add opportunities, repurposing or disposal to generate increased income, raise capital receipts, reduce holding costs and improve green credentials of estate.
Income generation	<ul style="list-style-type: none"> <li>Secure large, relevant investment projects that become income streams to NHDC</li> <li>Ensure the projects are consistent with Council objectives</li> </ul>	Commercial Manager	March 2021	In progress.
Thomas Bellamy House	<ul style="list-style-type: none"> <li>Market for pre-letting with requirement that tenant refurbishes to modern office use to agreed specification</li> </ul>	Senior Estates Surveyor	January 2022	In progress: Building structural issues to be investigated. Tenant to be secured. Planning and Listed Building Consent to be obtained. Refurbishment to be undertaken.