

## Report of the Deputy Chief Executive

**BUSINESS STRATEGY 2020/21**1. Purpose of report

To present for approval a Business Strategy 2020/21 to assist with meeting the financial challenge facing the Council by setting out initiatives to be pursued that are intended to reduce costs, generate additional income and/or improve services.

2. Background

In 2015 the Council first developed a Business Strategy. This is a key document for both performance and financial planning purposes and is intended to be a means by which the Council will ensure that it will be:

- Lean and fit in its assets, systems and processes
- Customer focused in all its activities
- Commercially-minded and financially viable
- Making best use of technology.

A number of initiatives within the Business Strategy have already been implemented and have resulted in either reduced costs or additional income, and / or improved services for the Council.

The Business Strategy is complemented by the Commercial Strategy approved by Policy and Performance Committee on 3 October 2017. This seeks to implement a more business-like approach to service analysis and delivery.

A Business Strategy 2020/21 has been produced after consultation with the Leader of the Council, the Chair and Vice Chair of the Committee, Chief Officers, Heads of Service and other staff and this is set out in the appendix. It is intended that this is incorporated within the 2020/21 budget to be brought forward for consideration and subsequent approval by members.

Progress in achieving the initiatives set out in the Business strategy 2020/21 will be monitored and update reports will be brought back to this Committee.

**Recommendation**

**The Committee is asked to RESOLVE that the Business Strategy 2020/21 as set out in the appendix be approved.**

Background papers

Nil

## APPENDIX

**Business Strategy 2020/21 – Draft Long-List (11 December 2019)**

<b>PROPOSAL</b>	<b>RESPONSIBILITY</b>	<b>BUSINESS IMPACT</b>	<b>ADDITIONAL INCOME (2020/21)</b>	<b>SAVINGS (2020/21)</b>
Business rates income growth	Deputy Chief Executive	Business rates income from three new large industrial units near A610 and utilising a property inspector to identify additional business rates income	£200,000	
Reduction in Liberty Leisure Ltd management fee	Deputy Chief Executive	Previous years surpluses, 17/18 £224k and 18/19 £228k, and retained surpluses £440k (as at 1/4/19)		£150,000
New Homes Bonus	Deputy Chief Executive	Our CTB1 show our taxbase increased by 200 properties, which is 34 greater than 0.4% deadweight of 166. If the same NHB scheme remains, we would receive NHB based on 34 properties. Based on our band D equivalent, gives us approx. £52k	£52,000 <i>(dependent on the same NHB scheme remaining)</i>	
Council Tax increase	Deputy Chief Executive	Council Tax increase of £5. Already assumed 2% already in the MTFS, if the Council agrees to increase Council Tax by £5 (ie 3.1%), rather than 2%, this will result in additional income .	£60,000 <i>(Increase of £5 Council Tax Full Council decision)</i>	

Car parking income	Deputy Chief Executive	Additional 20p per hour, and recommend free parking for electric vehicles.	£82,000	
Planning Income	Chief Executive	Following the approval of the Local Plan Part 2, additional income expected.	£50,000	
Garden Waste Income	Strategic Director	Price increases presented to Environment & Climate Change Committee	£25,000	
Trade Waste Income	Strategic Director	Additional income based on trends	£10,000	
Single persons council tax discount	Deputy Chief Executive	Use of NFI to help reduce fraud or errors (Joint procurement led by Gedling)	£5,000	
Fuel savings	Strategic Director	Rationalise green waste rounds		£5,000
Operations manager's post	Strategic Director	Voluntary redundancy of operations manager		£35,000
Lifeline income	Chief Executive	Increase in customers	£10,000	
<b>Total income / additional savings</b>			<b>£494,000</b>	<b>£190,000</b>