



Case Studies and Managing Risk

Some examples

- Portsmouth
 - Go for it
- Oxford
 - Trading across the council
- Nottingham
 - Robin Hood Energy
 - Parks service
- Seven Oaks
 - Sweating the assets



A few more examples



Leisure Centres



- £4m investment in Wymondham Leisure Centre
- 100% increase in monthly income from memberships
- 20% increase in footfall to over 570,000 per annum
- 33% increase in swim school members



Entrepreneurial Birmingham



- City Serve school meals
 - £42m turnover
 - £2.6m surplus
- Commercial waste
 - £1.5m surplus
- Cems and crems
 - £3.5m income
- Digital Advertising
 - Income over £2m



Gateshead: investing in a dying business



Social Good

Financial reward

Market intervention



Lots of legal offers



- LGSS Law (Northamptonshire/Cambridgeshire),
- Buckinghamshire Law Plus,
- HB Public Law (Harrow/Barnet),
- Essex Legal Services,
- Warwickshire Legal Services Trading Ltd



Spelthorne District Council: Biggest ever council property deal



Borrowed £377m from PWLB in 50 separate loans to buy this

To lease it back to BP at a significant profit

Total Council revenue just £88m





Too Risky?

- Trading is inherently risky
- All business carries risk with it
 - Financial
 - Reputational
 - Service
- So investors (decision makers) must know
 - What the risks are
 - How likely they are
 - What the impact could be
 - What you will do to avoid or mitigate them



Managing risk

- Effective business case methodology
 - Don't back anything that doesn't stack up
- Understand the risk
 - Take an informed position based on what you could afford to lose
- Don't put all the eggs in one basket
 - Larger investment portfolios are less risky than smaller ones
 - Multiple trading initiatives off-set risk against each other



Consultancy

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Interim management requirements

Roads & Highways, Building Maintenance, Bereavement Services, Environmental, Parks & Open Spaces, Waste, Facilities & Leisure etc.

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