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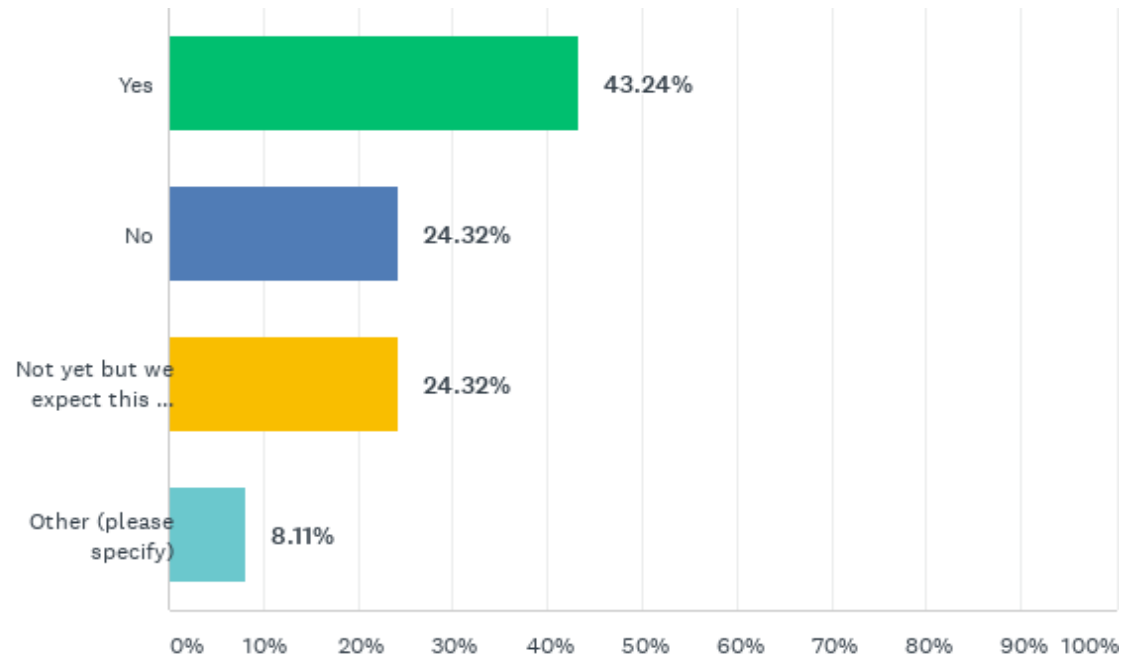


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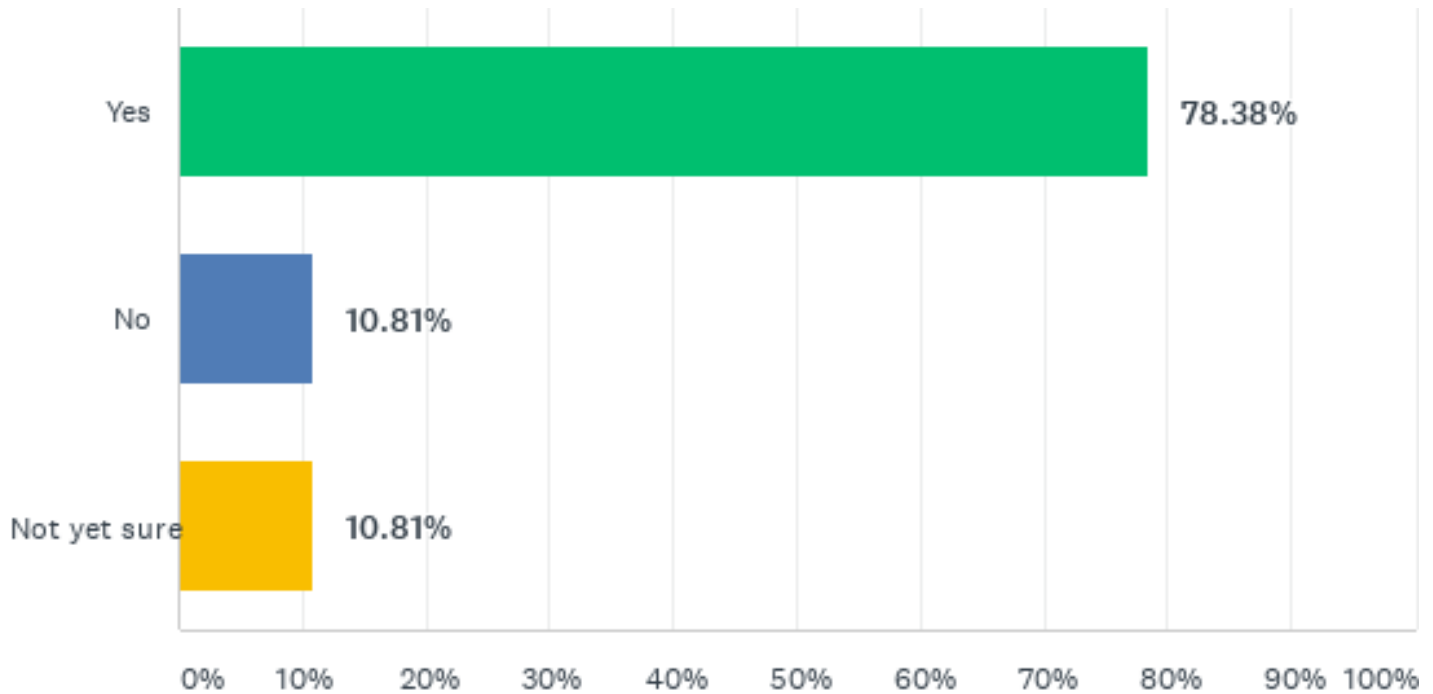


# **Commercialisation Strategies: Post COVID review and recovery**

## Has the Covid pandemic led your council or service to reconsider its approach to commercialisation?

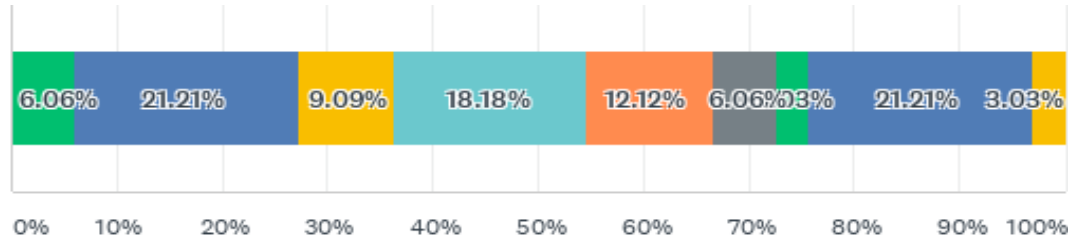


## As a result of the pandemic have your commercial income targets been impacted?





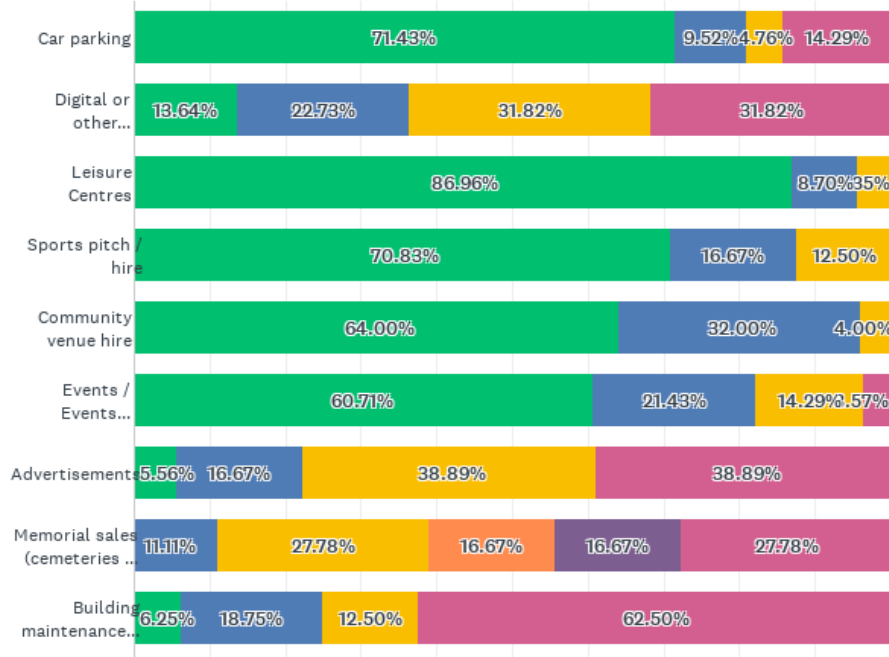
## If yes to 2 above which of the following applies



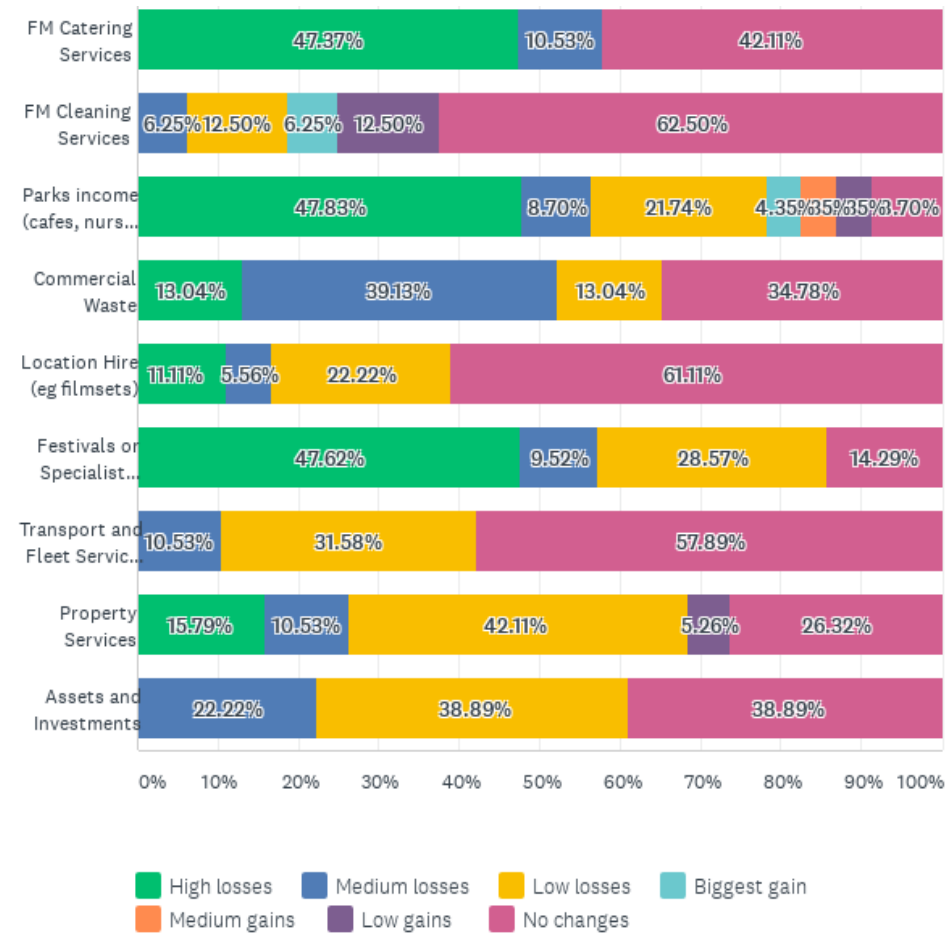
- We have lost between 80-100% of our anticipated income
- We have lost between 60-80% of our anticipated income
- We have lost between 40-60% of our anticipated income
- We have lost between 20-40% of our anticipated income
- We have lost less than 20% of our anticipated income
- We have increased our income by 80-100% of our anticipated income
- We have increased our income by 60-80% of our anticipated income
- We have increased our income by 40-60% of our anticipated income
- We have increased our income by 20-40% of our anticipated income
- We have increased our income by 20% or below
- Not applicable / no change
- Unsure
- Other (please specify)

**Cumulative figures near to a third are reporting a loss of income above 60% with just under a third reporting a loss of over 40%**

# Q.4 Which of the following have you lost or gained the most income



## Q4: Which of the following areas have lost or gained the most income



## **Biggest losers**

- Car parks
- Leisure Centres
- Sports / Pitch hire
- Community venue hire
- Events
- Parks income / cafes / nurseries
- Festivals / special events
- FM Catering



# Low gains or no change

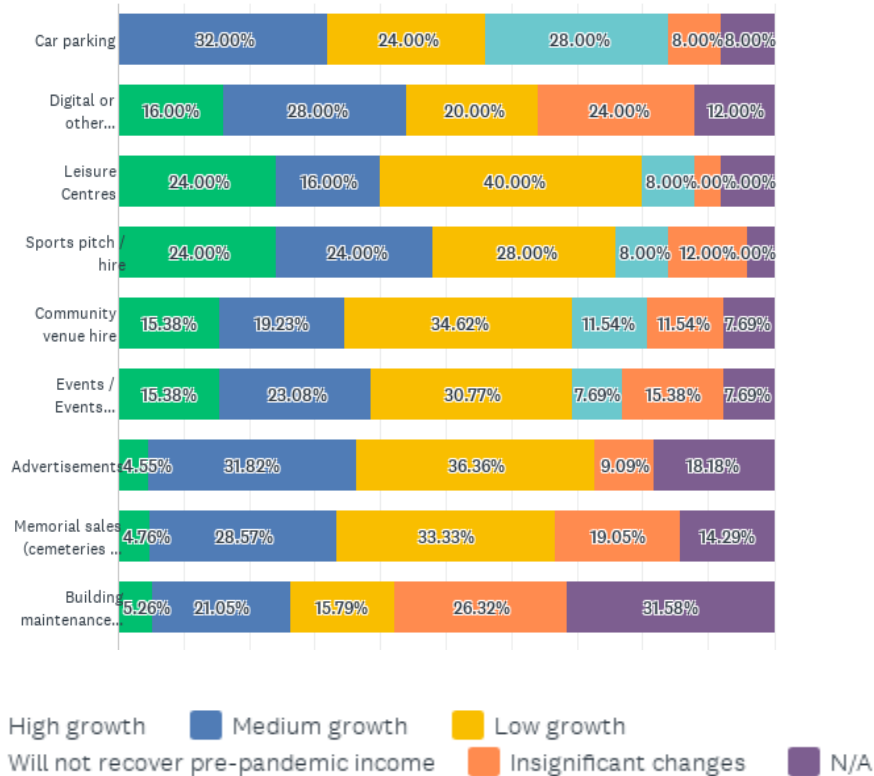
- FM Cleaning services
- Property maintenance services
- Parks income (in between lockdowns?)
- Memorial sales

# The surprises.....

- Property, assets, investments income seems to have held up well

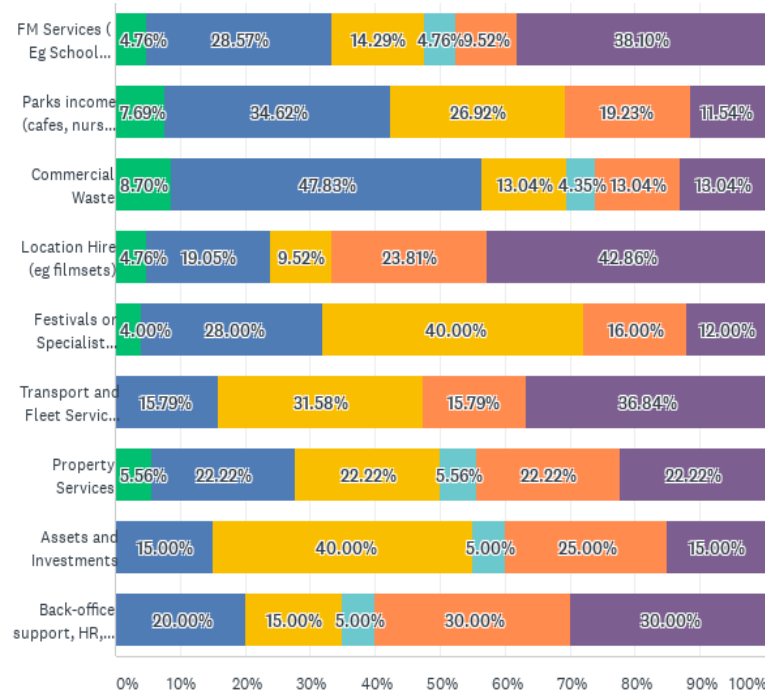


### Q5: Thinking about post-COVID recovery which of the following areas do you see the most or least opportunities for income growth in the next 1-2 years based on your pre-pandemic baseline of 2019/2020?





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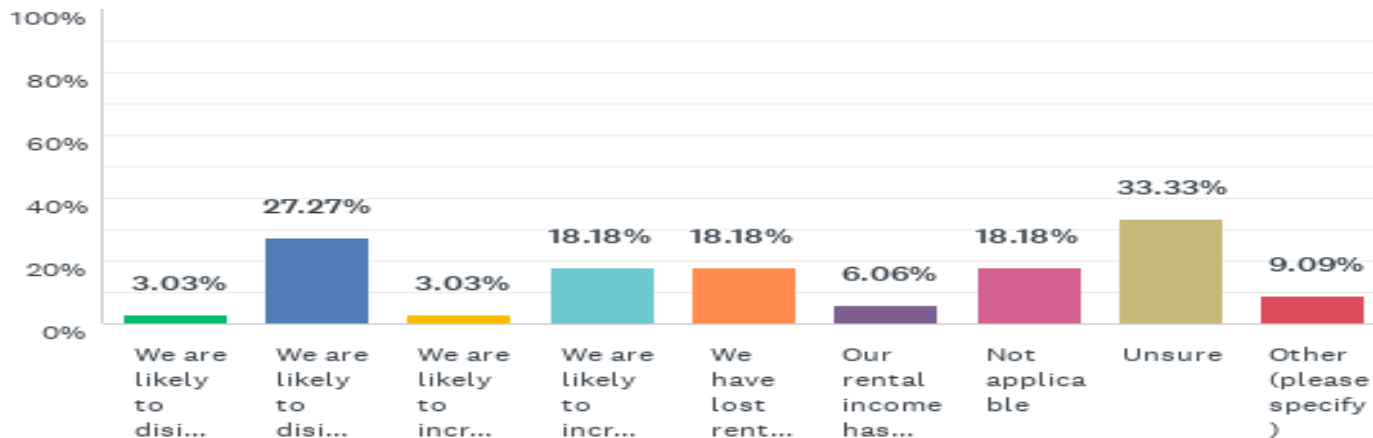
## **Growth areas in next 1-2 years post pandemic**

- Commercial Waste
- Advertising
- Car Parks
- Digital
- Leisure / Sports Pitches / Venue Hire

# Low growth

- Back office / HR
- Digital
- Assets and investments

**Q6: Thinking about property and assets has the health pandemic changed your approach? Please tick as many as apply.**



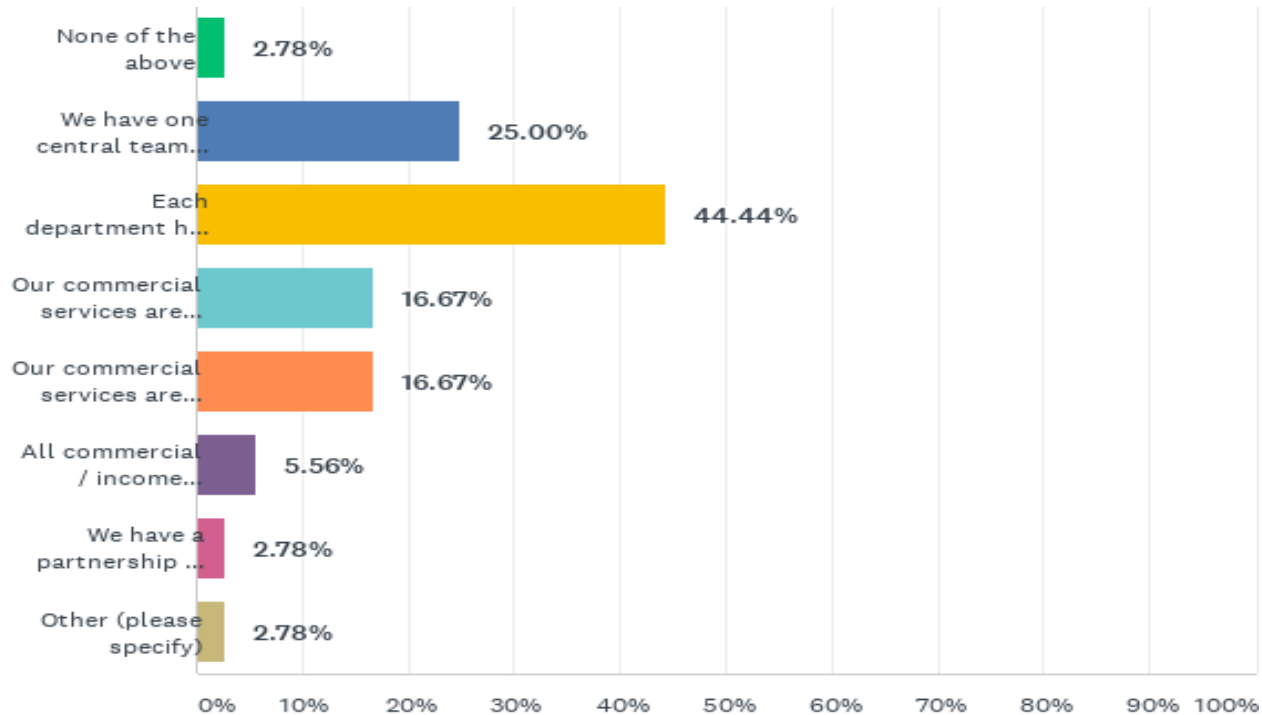
- Just under a third reporting likely to disinvest in offices / business premises
- 18% will increase investment in retail – is this a response to declining High streets?
- 18% report a loss in rental income

# Social care

- 6.6% report thinking about acquiring residential care homes
- 3.3% report they may purchase nursing homes
- 6.6% thinking about how they commission domiciliary care



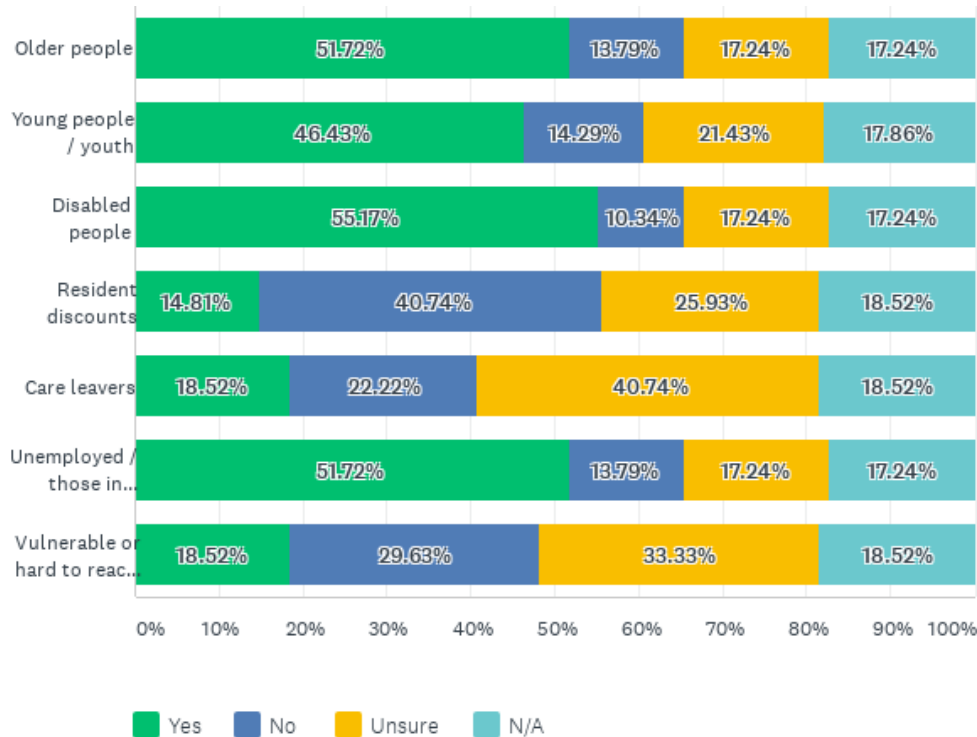
**Q8: How would you describe your current model for commercialisation? In the options below by 'trading company' we mean a wholly owned council company or a Teckal type company. By Joint Venture we mean a company that is a partnership which is not wholly owned by the council.**



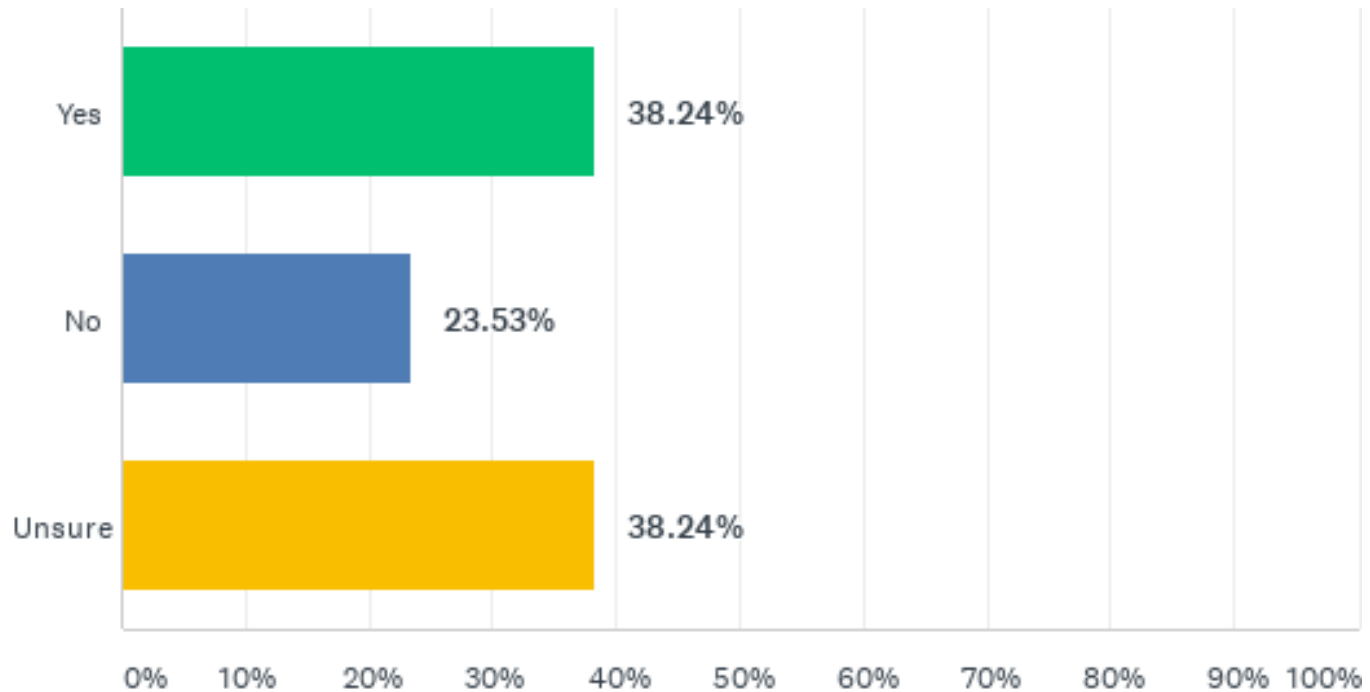
# Most used models

- 45% delivered departmentally
- 25% delivered centrally
- 16% through a mix of in-house and a single trading company
- 16% through a mix of in-house and different trading companies

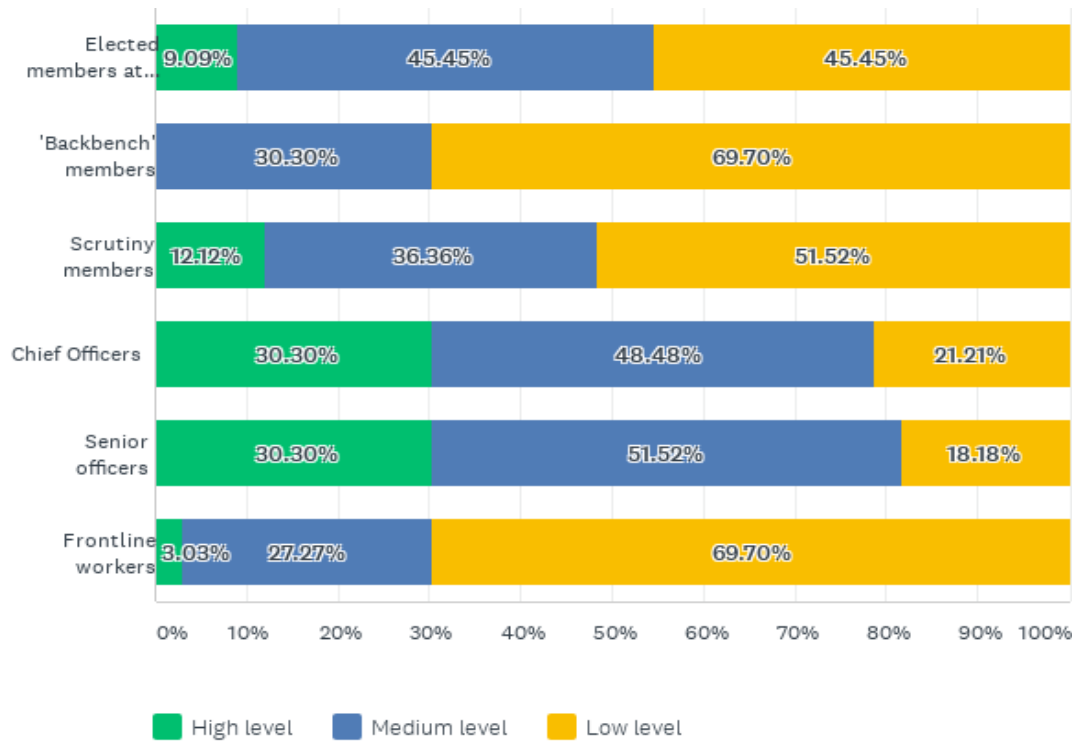
**Q9: Thinking about your pricing policies do you operate some form of welfare or differential pricing options for the following groups? Please tick all that apply.**



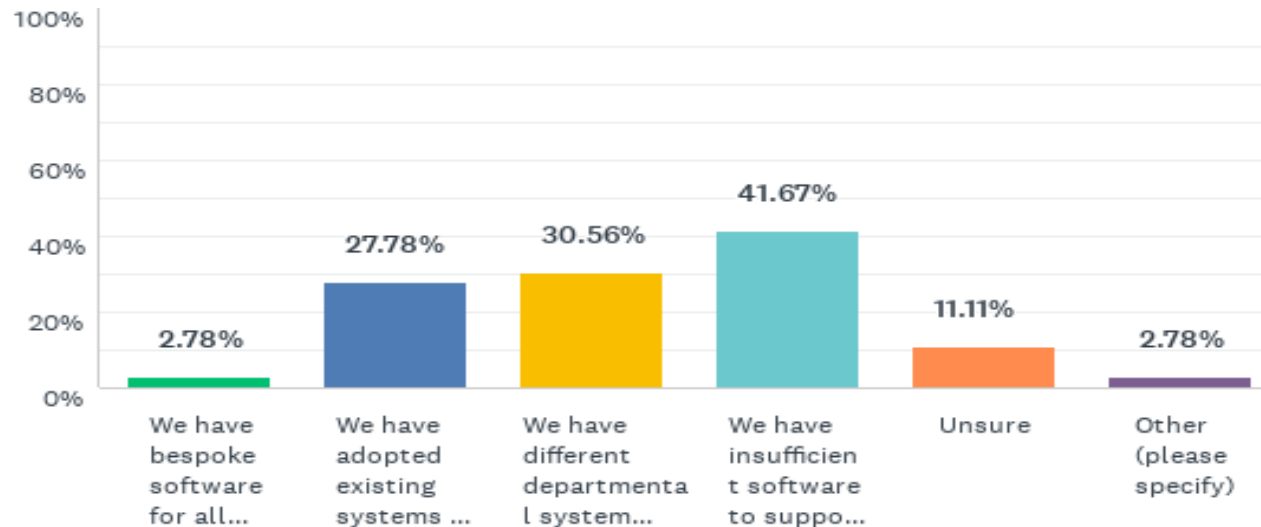
**Q10: Will your pricing policy or policies change post-pandemic?  
Such as welfare pricing, removing some fees, freezing fees or  
increasing fees to recover losses?**



# Q11: In your opinion is there sufficient skills and knowledge about commercialisation matters in the following groups



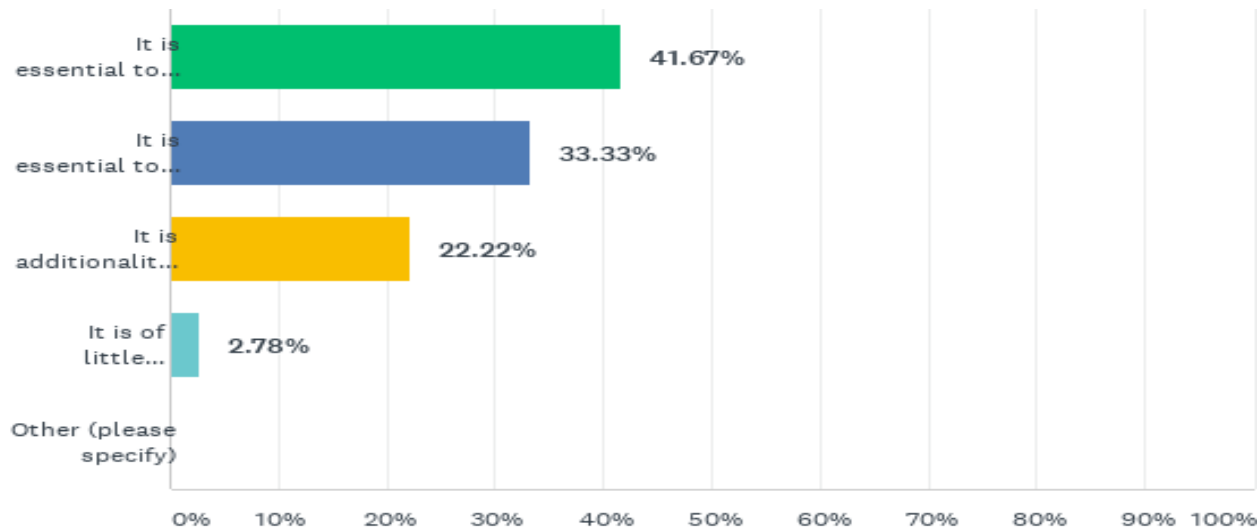
## Q12: Thinking about your software systems for delivering commercial activity please tick any of the following which apply



41.6% Do not believe they have sufficient software to support a commercial environment

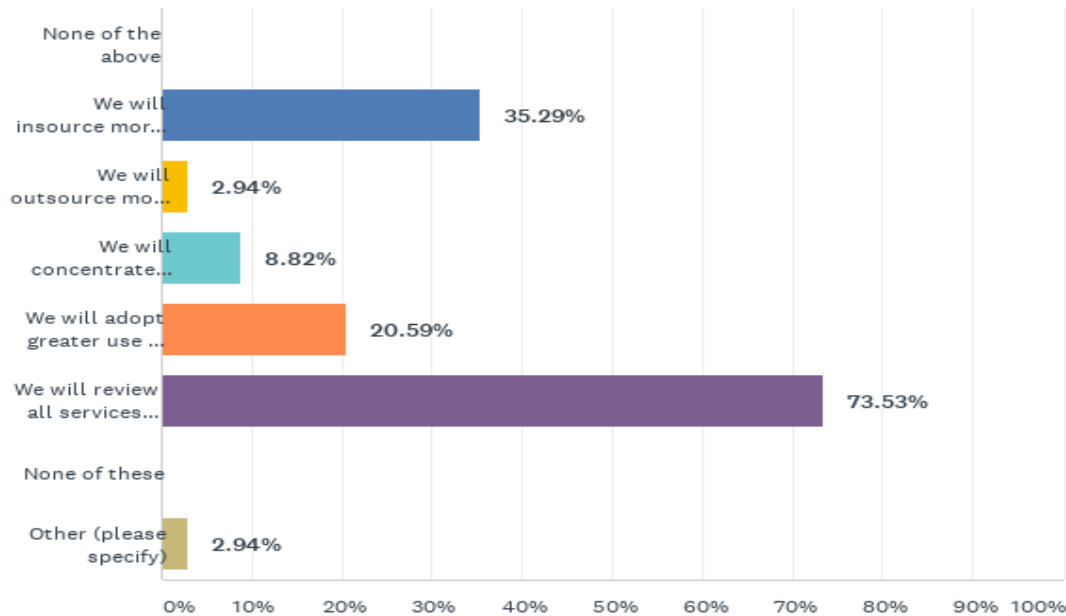
30.5% have adopted different IT systems to accommodate commercial activity

## Q13: How reliant are you on income generation?



41% say income is essential to the survival of council finance  
 33% say it is essential to the survival of departmental finances  
 22% say it is additionality but helps services cope

## Q14: Thinking about the pandemic impact will any of the following be part of your strategy in the coming years?



- Near to three quarters expect to review services post pandemic
- 35% say they will insource more in light of the pandemic
- Over 20% say they will adopt foundational economy / social value approaches more post pandemic



# Conclusions

- A slow return to pre-pandemic levels of income
- Will a full return be possible?
- Emerging signs of doing business differently
- Still a reliance on income but is this sustainable?
- Some confidence in 'traditional' income areas of leisure, parks, cafes, events
- Car parking seen as a growth area – will this be realised as online retail continues to grow?
- Advertising increasing in standing / digital
- Will councils need / be encouraged to act as market-makers where retail is failing / high streets and town centres



# Over to you!



# **NEW MUNICIPALISM**

Delivering for local people and local economies



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GB 11409



GB 11132



GB 14074



## Commercialisation, Income Generation & Trading Network

**What does the future of commercial activity look like post COVID-19?"**

- Refocusing business planning
- Reviewing existing commercial strategies

***Shola Omogbehin, Head of Traded Services  
London Borough of Havering  
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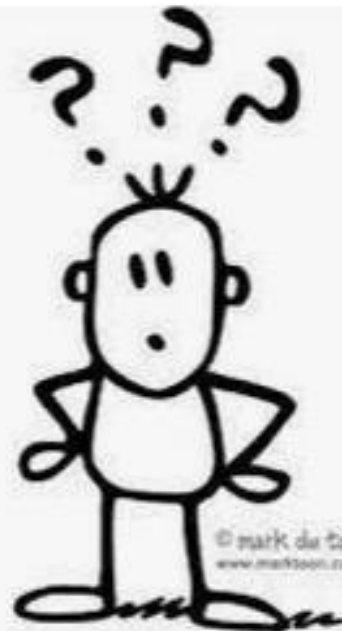
**CXA'19**<sup>TM</sup>  
UK Customer Experience Awards  
**SILVER WINNER**

A LITTLE BIT  
**ABOUT**  
*me...*



‘What’s in the horizon for your commercial activities post COVID-19?’

Why refocus your business planning approach and refresh existing commercial strategies?



What's the connection between your business plan and commercial strategy?

# Business Planning Pitfalls



Too vague and 'Text-bookish'



Unfounded, unsubstantiated or unrealistic assumptions



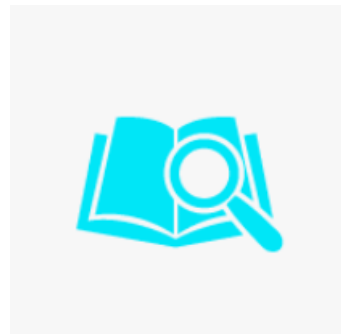
Risk denial or omission



Lacks specific direction or roadmap  
Lacks strategic underpinning or foundation



Too detailed and unwieldy



Inadequate research



Competition denial or omission



## **Business Planning Pitfalls**

- **Too vague and text bookish**
- **Too detailed**
- **Unfounded, unsubstantiated or unrealistic assumptions**
- **Inadequate research**
- **Risk denial or omission**
- **Competition denial or omission**
- **Lacks specific direction or roadmap**
- **Lacks strategic underpinning or foundation**

## Commercial Strategy – Typical content

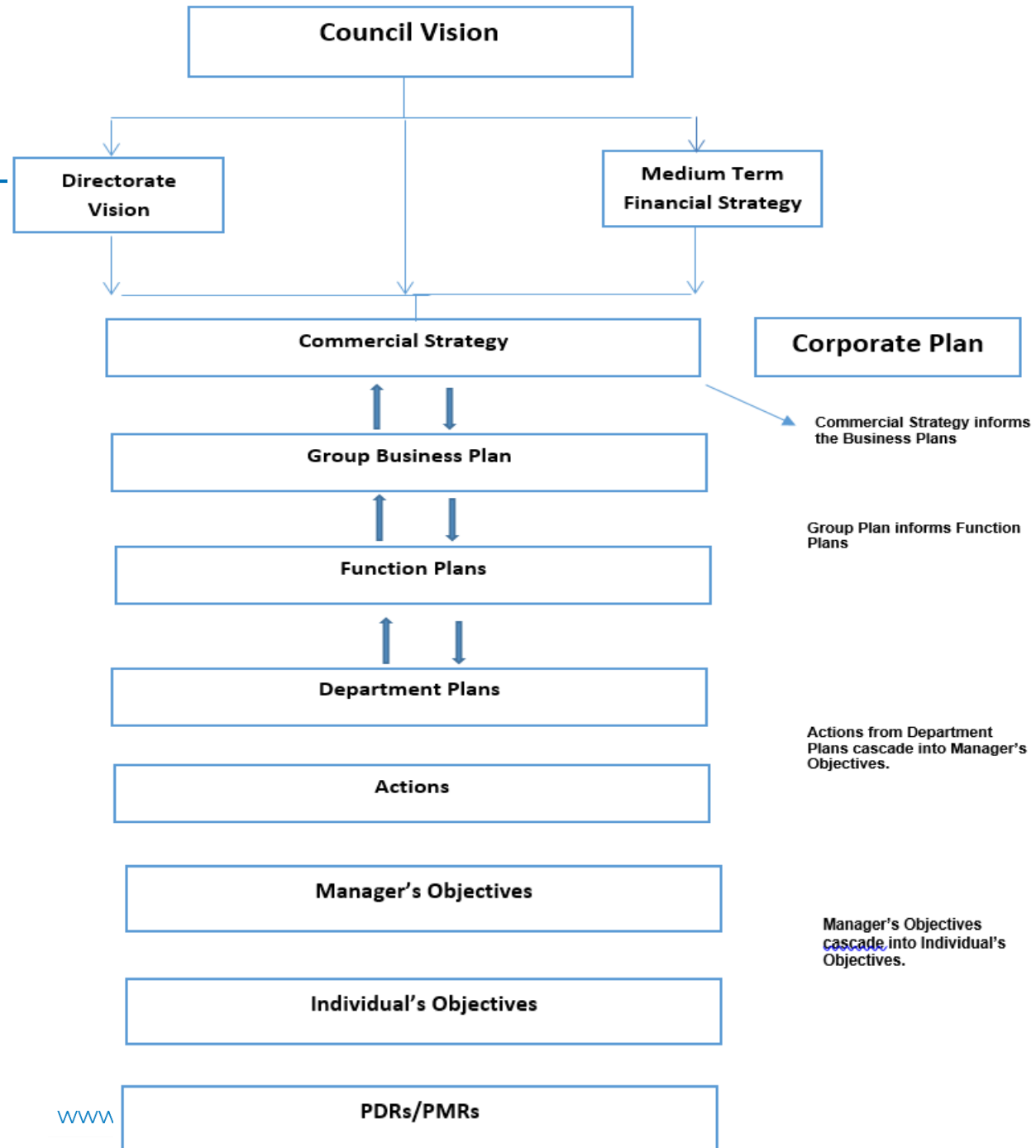
1. Background .....	3
2. Aims and Objectives .....	4
3. Strategic Links .....	5
4. Priorities, Outputs and Outcomes .....	5
5. How we will deliver the Strategy .....	6
6. How we will manage risks .....	7
7. How we will measure success .....	8
8. Review and Performance Measures .....	8
9. Resources, Support & Commercial Development .....	8
10. How we will communicate the Strategy .....	9
11. Conclusion .....	9

## Business Plan – Typical content

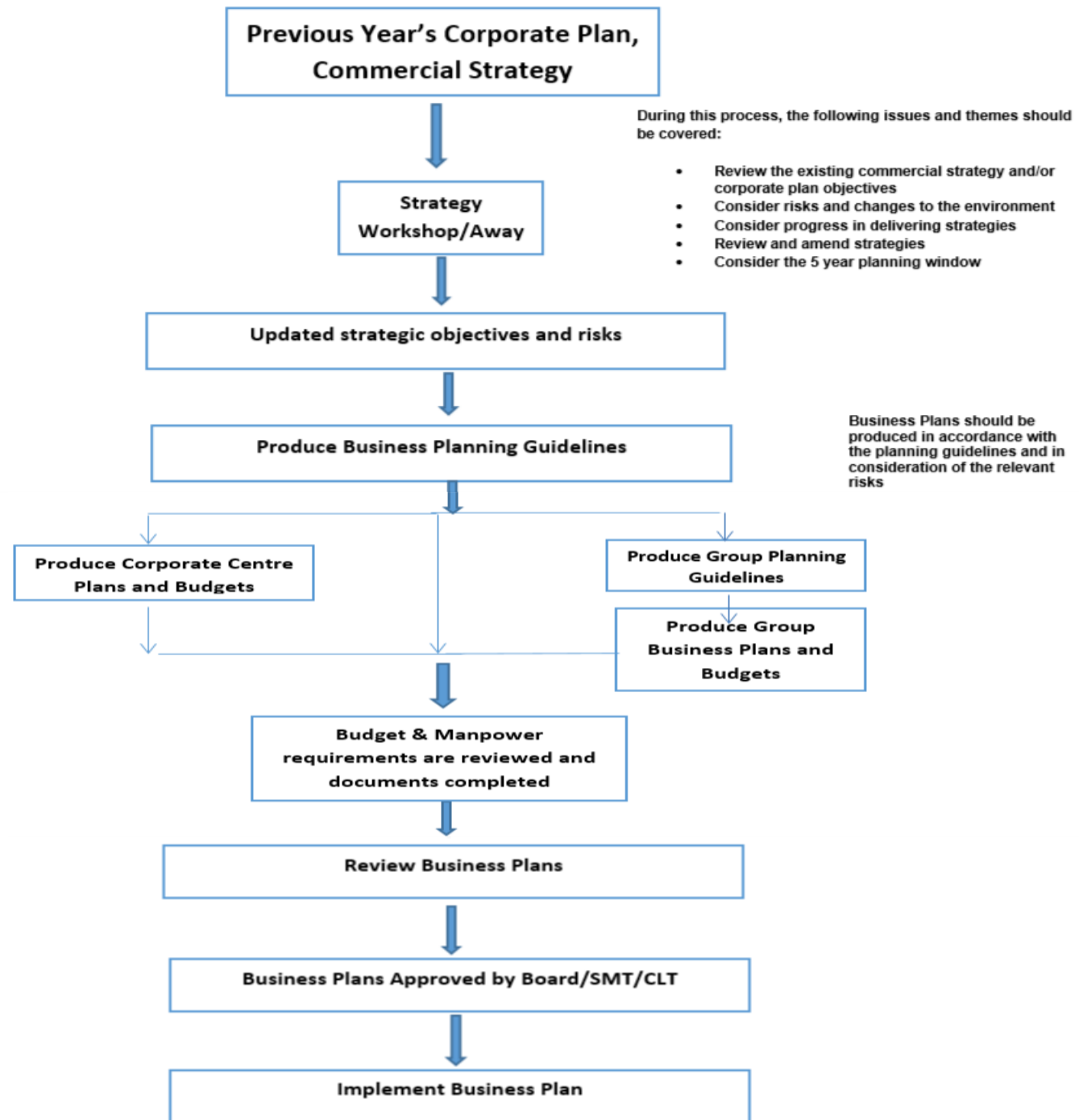
SECTION 1: Introduction
SECTION 2: Ambition, Mission, Values and Guiding Principles
SECTION 3: Key Pillars to our strategy
SECTION 4: Business Environment, Risks and Challenges
Business Risks
SECTION 5: Market Assessment
SECTION 6: Actions and Deliverables
SECTION 8: Marketing Strategy
SECTION 9: Pricing Strategy
SECTION 10: Resources – Financial
Assumptions
Implementation

**BUSINESS PLANNING RELATIONSHIPS**

- *The hierarchy of strategic and operational interdependencies relating to delivery of business plan*



# Business Planning Process



# Comments, Questions, Thoughts, Feedback





# Cornwall's Pop Up Sites: Offering Commercial opportunities from beautiful beaches to well trodden trails.

Kay Roberts

Public Open Space Officer – Events and Filming  
2020

June

# Pictures of Pop Ups





# So what are Pop Up Sites?

- Mobile business
- Locations are anywhere i.e. Parks, Gardens, Beaches, Car Parks, Harbours
- Remove every night
- Trade from 6am – 10pm
- Start date is 5<sup>th</sup> April (new financial year)
- Assessed on 60% quality and 40% income generated
- No electricity or facilities on site
- Closed Tender



# What do we do to get Pop Ups off the ground?

- Locations – start looking now
- Long list down to a short list of locations
- Information Sheet
- Draft licence
- Tender Application
- Licence is for 1 or 3 years
- Consultation with various stake holders
- Tender period is Dec to mid January

# Once the tender is closed...what next?

- Logged onto a spreadsheet
- Assessed by at least 3 officers who know the sites
- Annual rent = 40 marks
- Quality of tender = 60 marks
  - Experience: 5 marks
  - Business Set Up: 15 marks
  - Sustainability: 20 marks
  - Promotion and Protection of Environment: 20 marks
- Further internal discussions
- Inform the stake holders of the outcome
- Inform the tender whether they have been successful or not.


# Information required before they are allowed on site.

- Public Liability Insurance for at least £5 million
- Relevant Qualifications for your proposal
- Activity Risk Assessment
- Site Risk Assessment
- Proof that a site specific fire risk assessment been undertake.
- Are they a registered food business?
- Do they have a food safety management system?
- Does the business have a health and safety policy?
- Have they signed the contract?
- Have they paid?

# Lessons learnt.... and 10 years time...

- 100% of the money up front
- Spill Kits for accidents
- What three words (<https://what3words.com>) to pinpoint locations
  
- 10 Years time...
- Extend licences from 3 years to 5 years
- Fitness classes
- More diversity for our Pop ups

# Success Story video

- You can view it on the link below  just enter your name to access.
- <https://emea01.safelinks.protection.outlook.com/?url=https%3A%2F%2Fflightboxfilm.screenlight.tv%2Fshares%2F1jBuOKNR27FAzMBZgscKTSbkTnuiLeFd%2FsignIn&data=04%7C01%7C%7C8d59184993ca4e01a50708d92b5442da%7C84df9e7fe9f640afb435aaaaaaaaaaaa%7C1%7C0%7C637588463156120140%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzIiLCJBTiI6Iik1haWwiLCJXVCI6Mn0%3D%7C1000&sdata=AiP42TLxNGY89jiBofOKkAPO8wJ194v564KOI8H3ANs%3D&reserved=0>