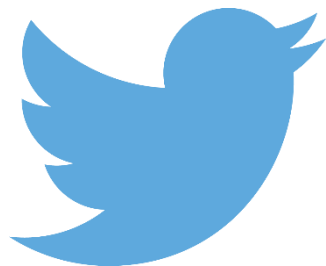




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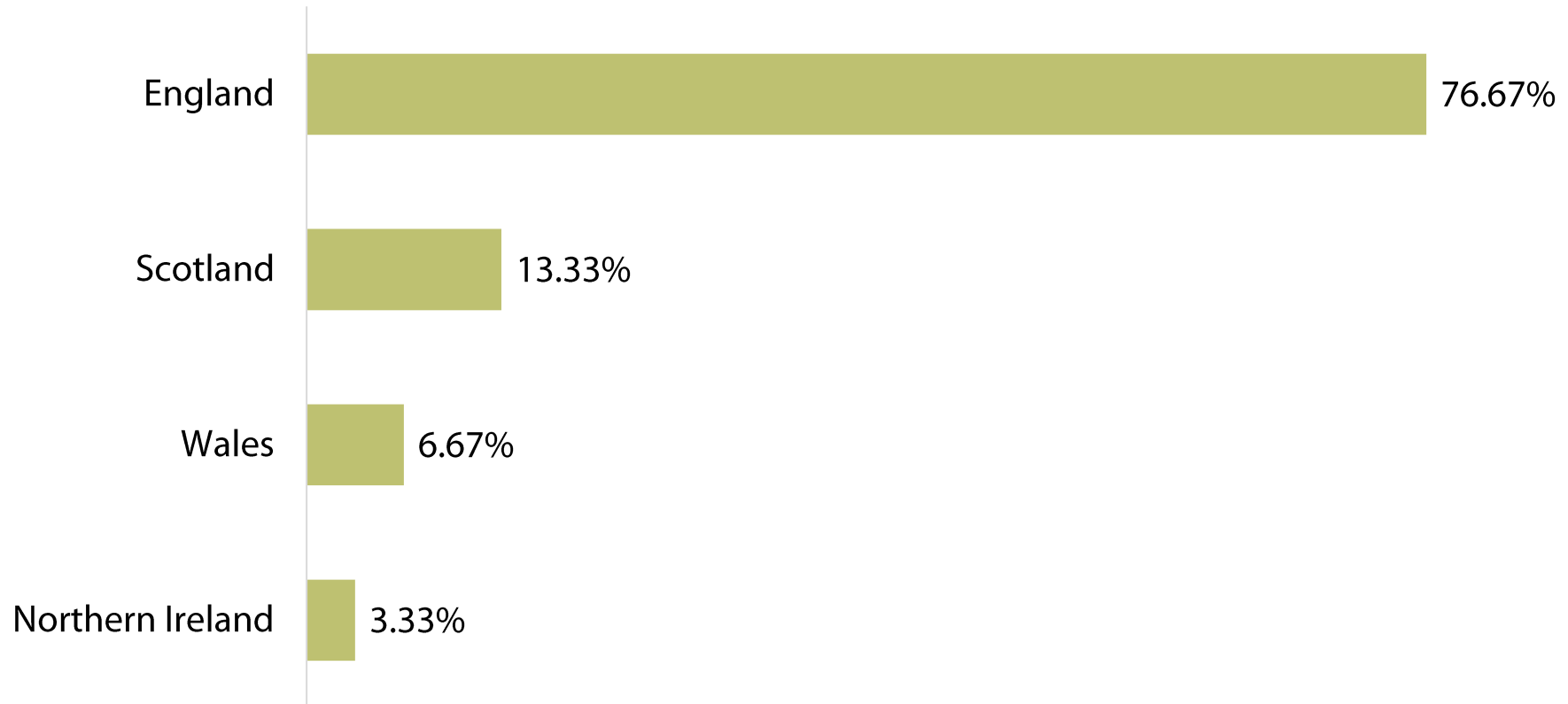
APSE Commercialisation Network Survey

Charging, trading and income generation

Louise Melville, Principal Advisor (Scotland), APSE

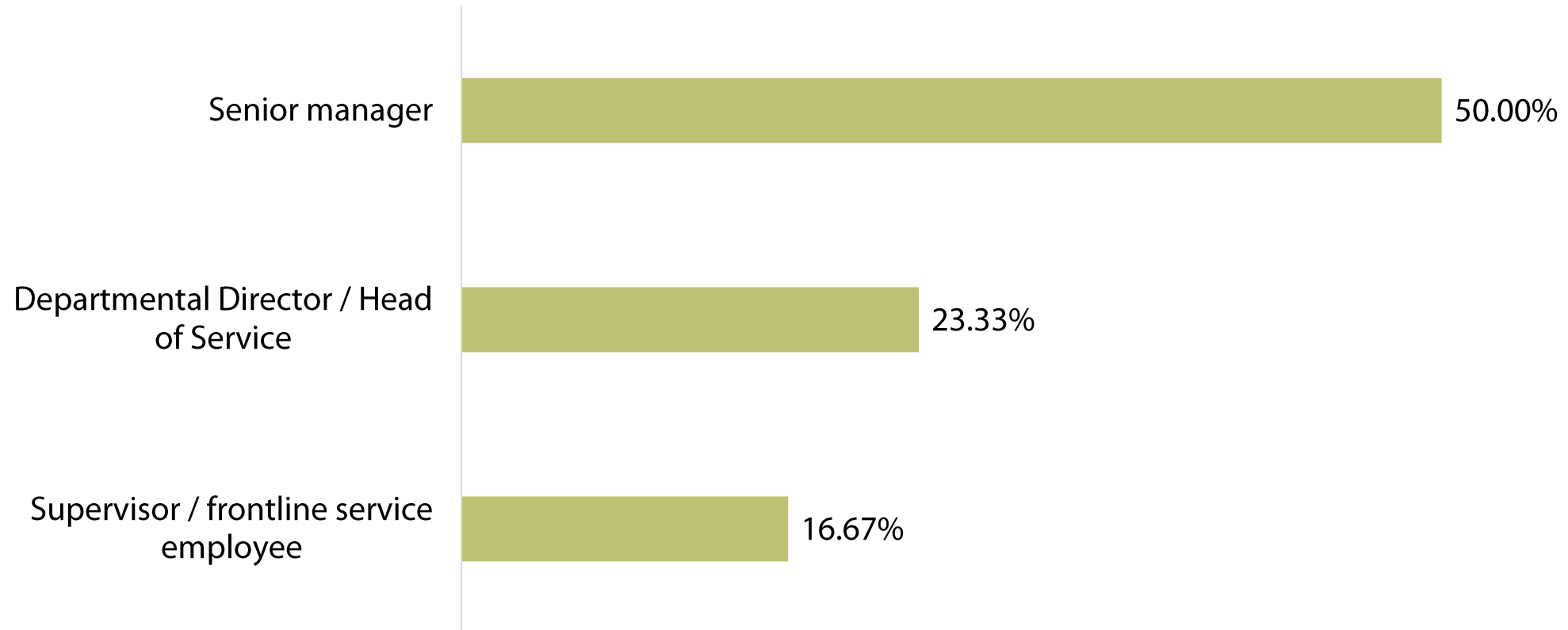


Where in the United Kingdom are you from?



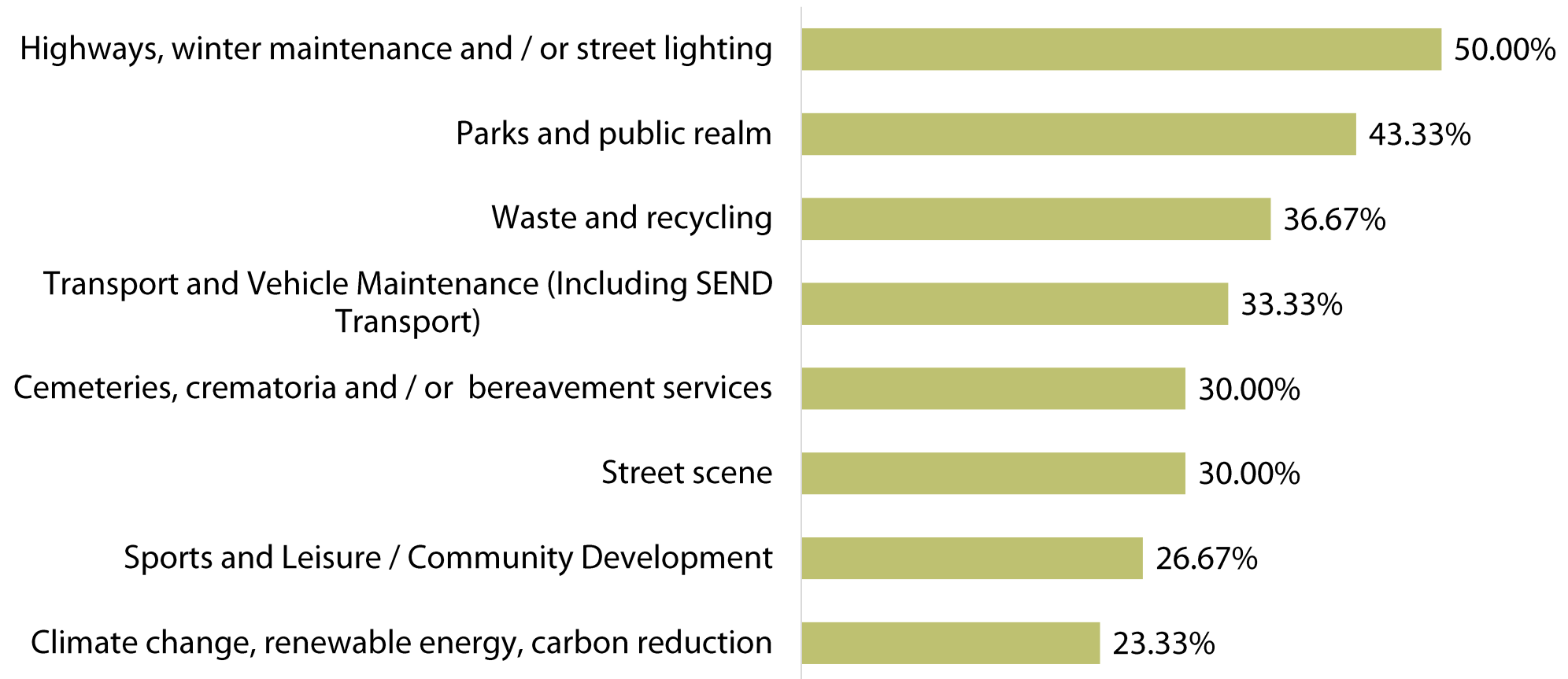


How would you describe your job role?





Which of the following services fall within your own portfolio?





Which of the following services fall within your own portfolio? (continued)





In which of the following services are you aware of income generating activity taking place within your authority?

Service area	Charging	Trading through a company	Statutory fees / set charges	Do not raise any income from this service	Do not know	Not applicable
Waste and recycling	60.00%	16.67%	23.33%	3.33%	6.67%	0.00%
Sports and Leisure / Community Development	60.00%	6.67%	10.00%	3.33%	3.33%	6.67%
Regulatory services; environmental health, trading standards, licencing	56.67%	6.67%	36.67%	0.00%	10.00%	0.00%
Cemeteries, crematoria and / or bereavement services	53.33%	0.00%	23.33%	3.33%	13.33%	6.67%
Parks and public realm	40.00%	6.67%	16.67%	13.33%	6.67%	10.00%
Transport and Vehicle Maintenance (Including SEND Transport)	40.00%	3.33%	30.00%	6.67%	13.33%	3.33%
Facilities management including building cleaning, caretaking and security	40.00%	3.33%	16.67%	3.33%	23.33%	0.00%
Libraries, Civic Buildings, Community Centres, Theatres	40.00%	3.33%	13.33%	3.33%	16.67%	0.00%

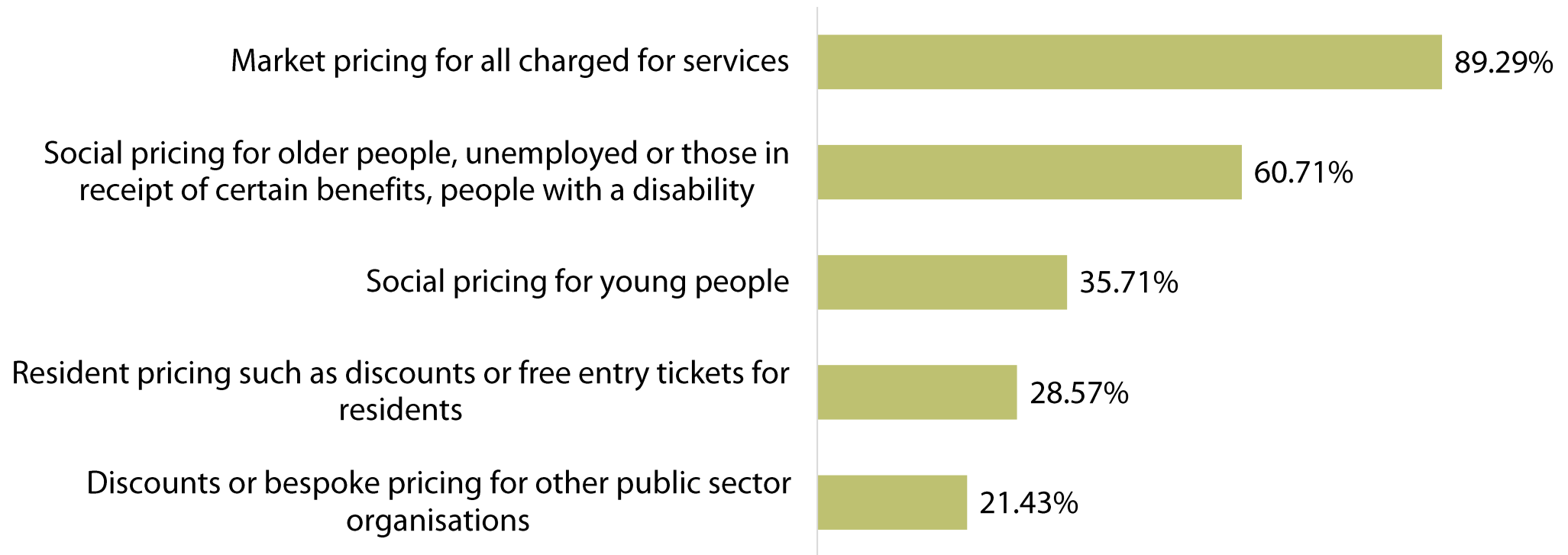


In which of the following services are you aware of income generating activity taking place within your authority? (continued)

Service area	Charging	Trading through a company	Statutory fees / set charges	Do not raise any income from this service	Do not know	Not applicable
Highways, winter maintenance and / or street lighting	36.67%	3.33%	30.00%	10.00%	16.67%	0.00%
Catering including school meals, hospitality and welfare catering	30.00%	0.00%	20.00%	6.67%	20.00%	3.33%
Street scene	23.33%	10.00%	16.67%	6.67%	23.33%	3.33%
Human Resources, training and organisational development	20.00%	0.00%	6.67%	16.67%	20.00%	6.67%
Social Care	16.67%	0.00%	20.00%	3.33%	26.67%	3.33%
Housing management / strategy	13.33%	3.33%	20.00%	3.33%	26.67%	6.67%
Housing building maintenance and construction	13.33%	10.00%	6.67%	6.67%	33.33%	6.67%
Climate change, renewable energy, carbon reduction	13.33%	0.00%	3.33%	10.00%	30.00%	6.67%



Thinking about your overall income generation policies which of the following charging policies applies? (You may tick more than one answer)





Thinking about income generation in your council which of the following would you say is your biggest client base?

Client	Lowest source of income	Average source of income	Highest source of income	No income from this source	N/A
Individual local people / residents	18.52%	22.22%	48.15%	0.00%	7.41%
Individual people outside of council boundary	33.33%	29.63%	3.70%	7.41%	11.11%
Local businesses	11.11%	44.44%	25.93%	0.00%	7.41%
Other councils	37.04%	25.93%	7.41%	7.41%	14.81%
Larger businesses including ones outside of the local area	25.93%	29.63%	7.41%	0.00%	22.22%

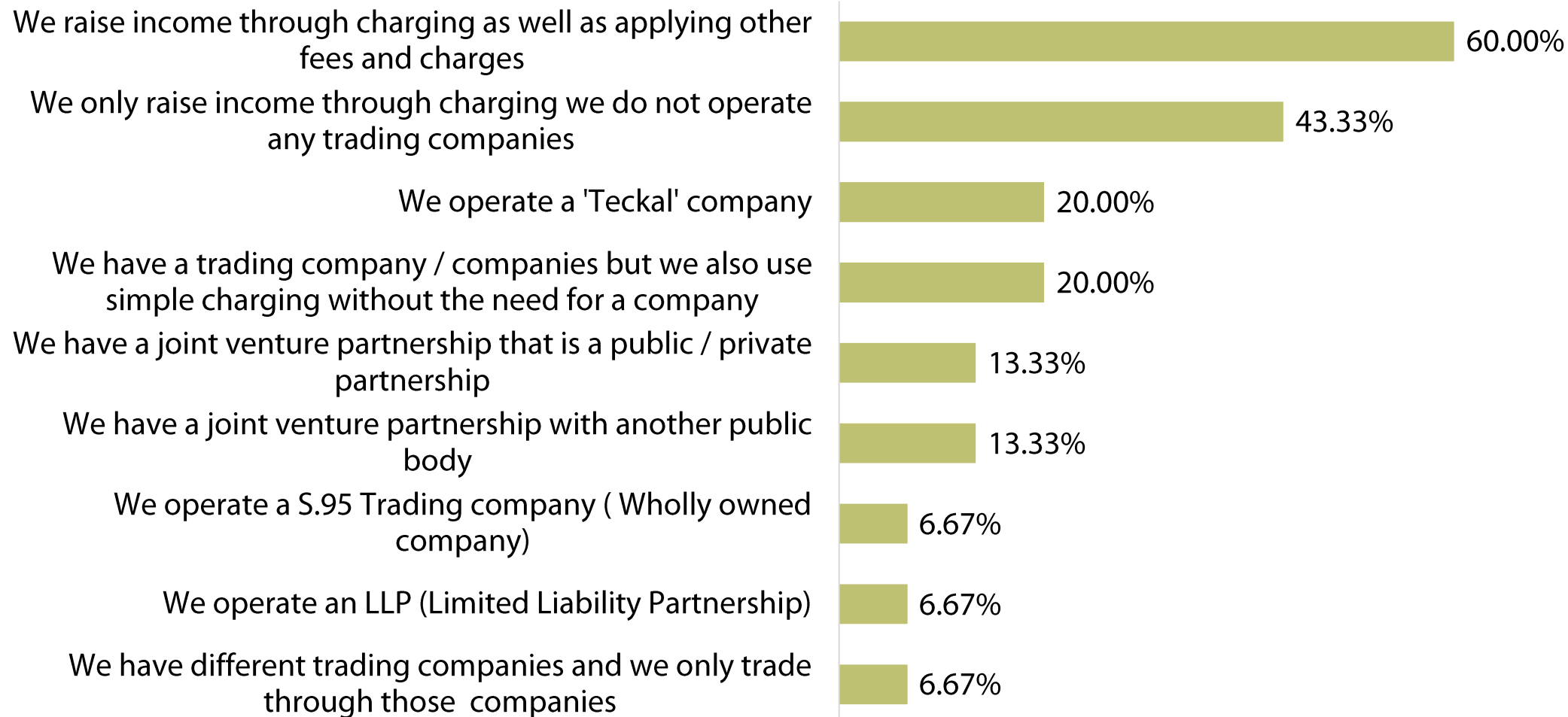


Thinking about income generation in your council which of the following would you say is your biggest client base? (continued)

Client	Lowest source of income	Average source of income	Highest source of income	No income from this source	N/A
NHS	37.04%	18.52%	0.00%	3.70%	18.52%
Police	33.33%	7.41%	0.00%	14.81%	22.22%
Fire and Rescue Services	33.33%	7.41%	0.00%	18.52%	22.22%
Education establishments such as schools, academies and colleges	22.22%	37.04%	18.52%	3.70%	7.41%
The parent council (in the case of a trading company)	7.41%	14.81%	3.70%	14.81%	37.04%

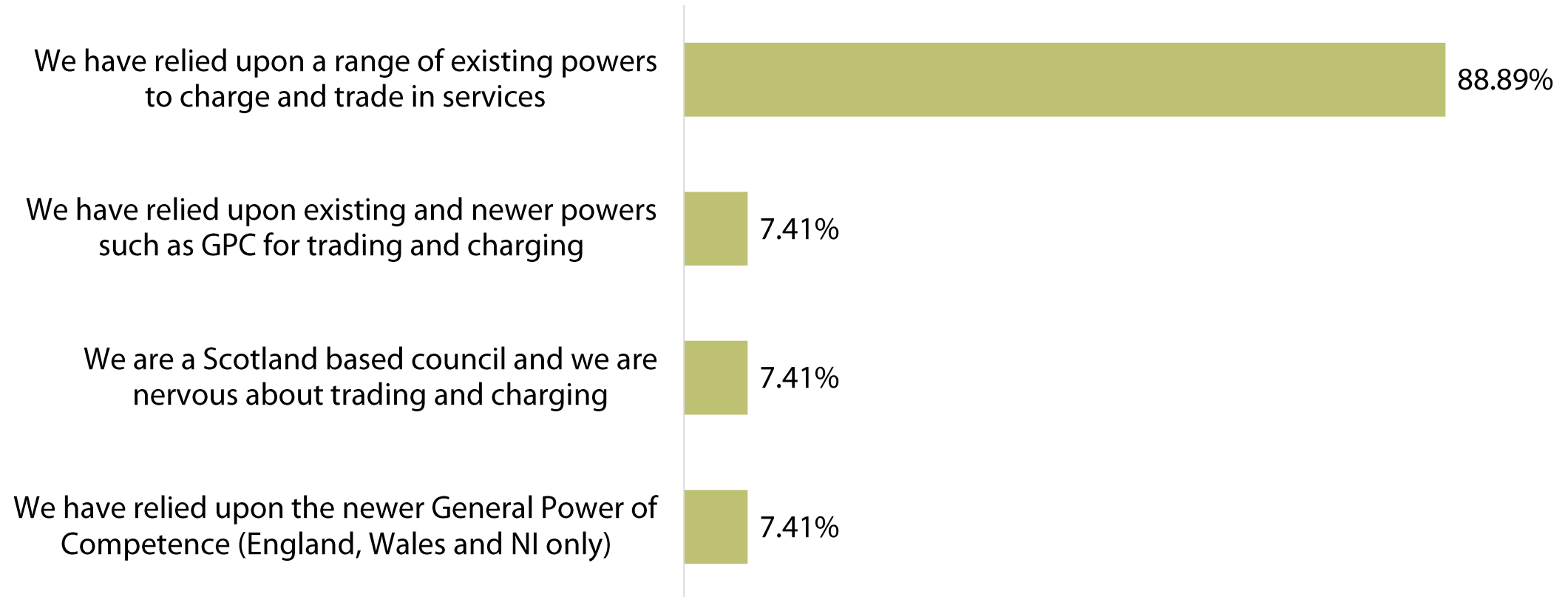


What is your mechanism on charging and trading? (Please tick all that apply)



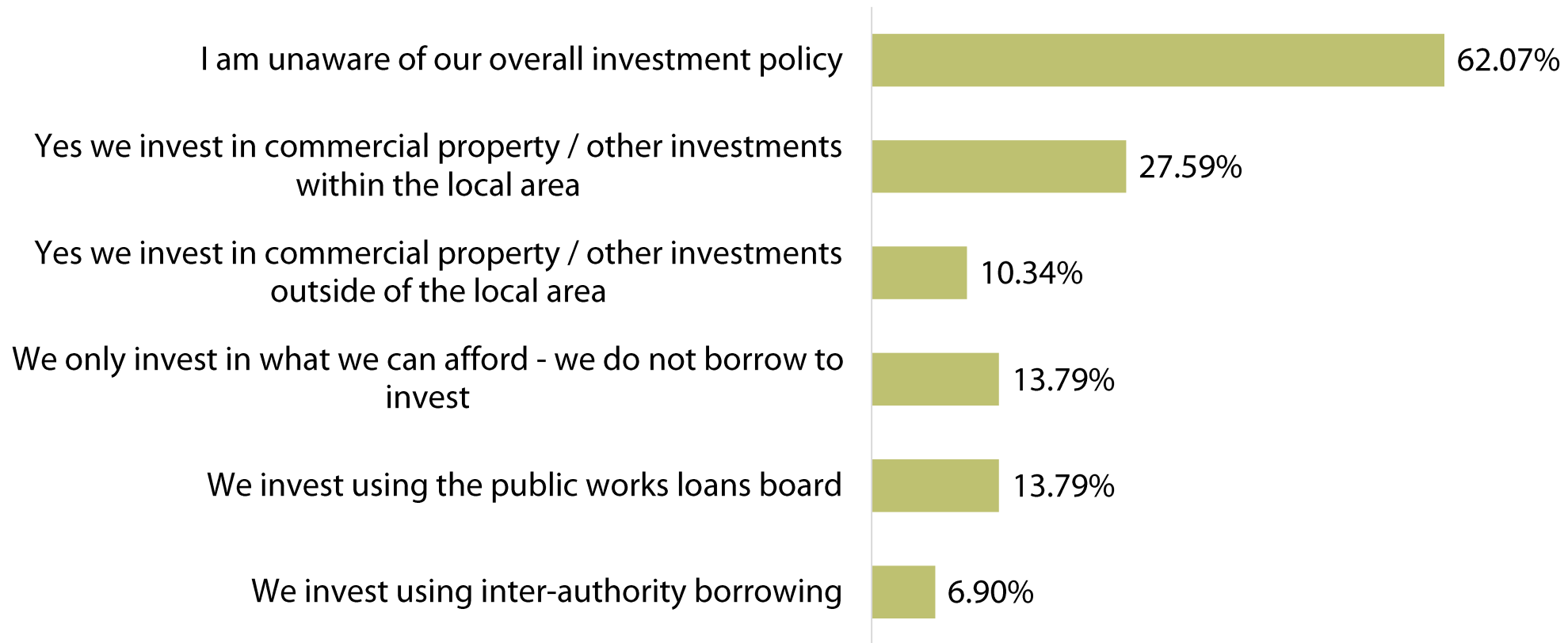


Thinking about your powers to charge and trade which applies to you?



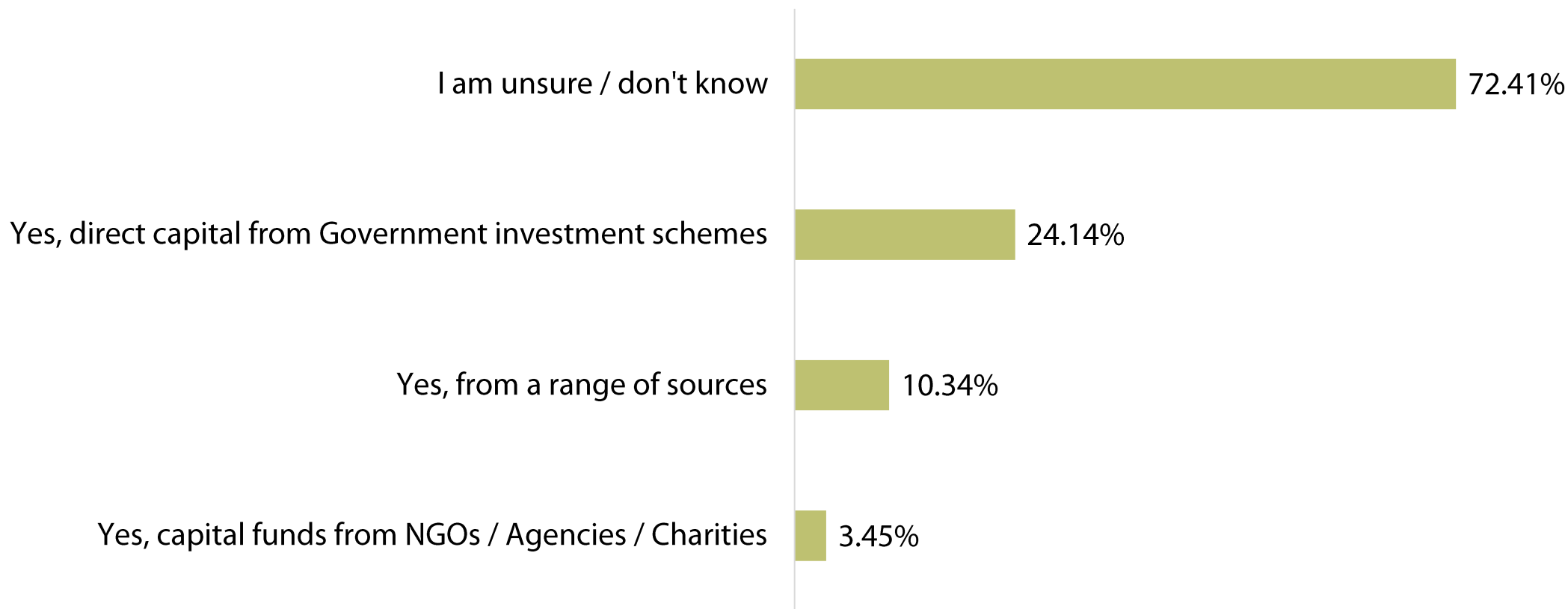


Do you have an investment approach to income generation?



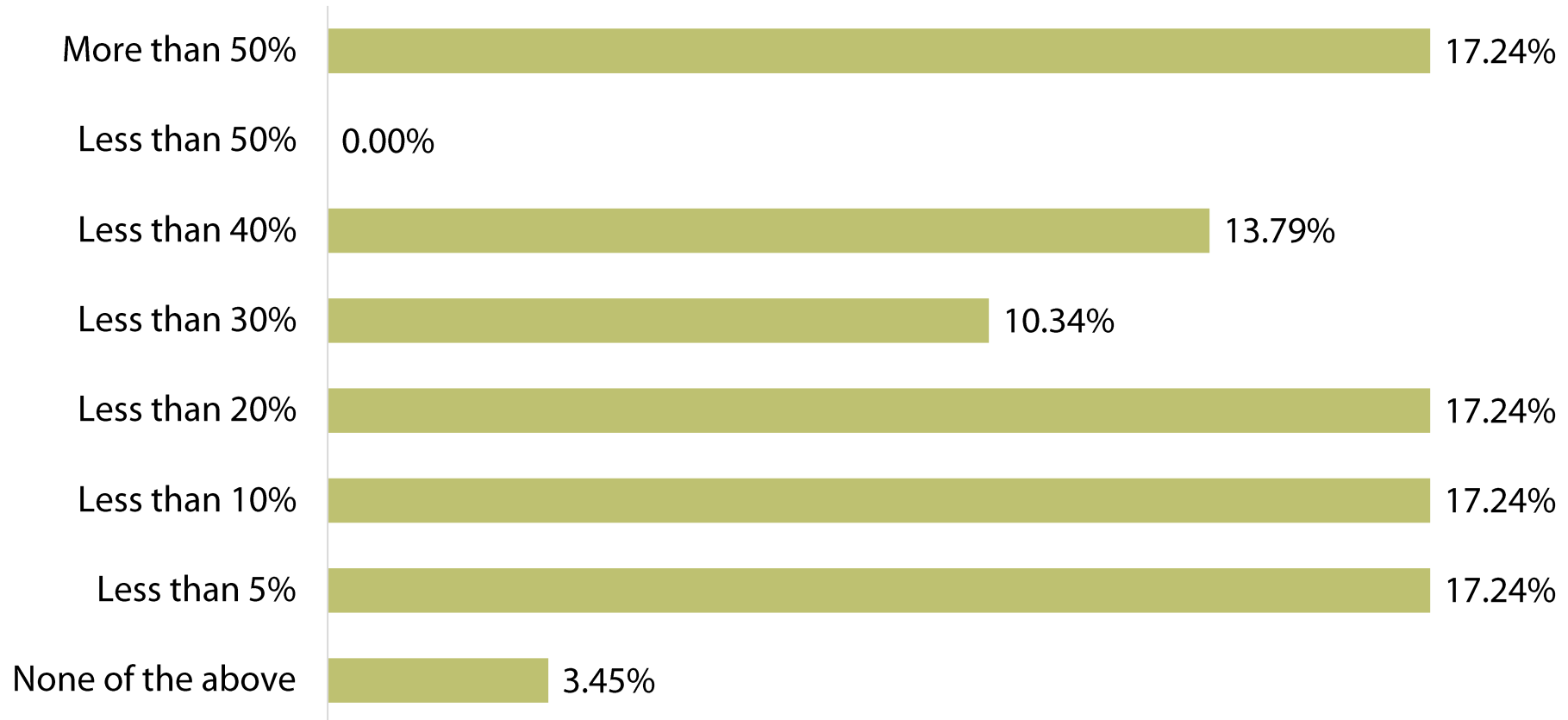


Have you received investment funds from other sources and if so from where?



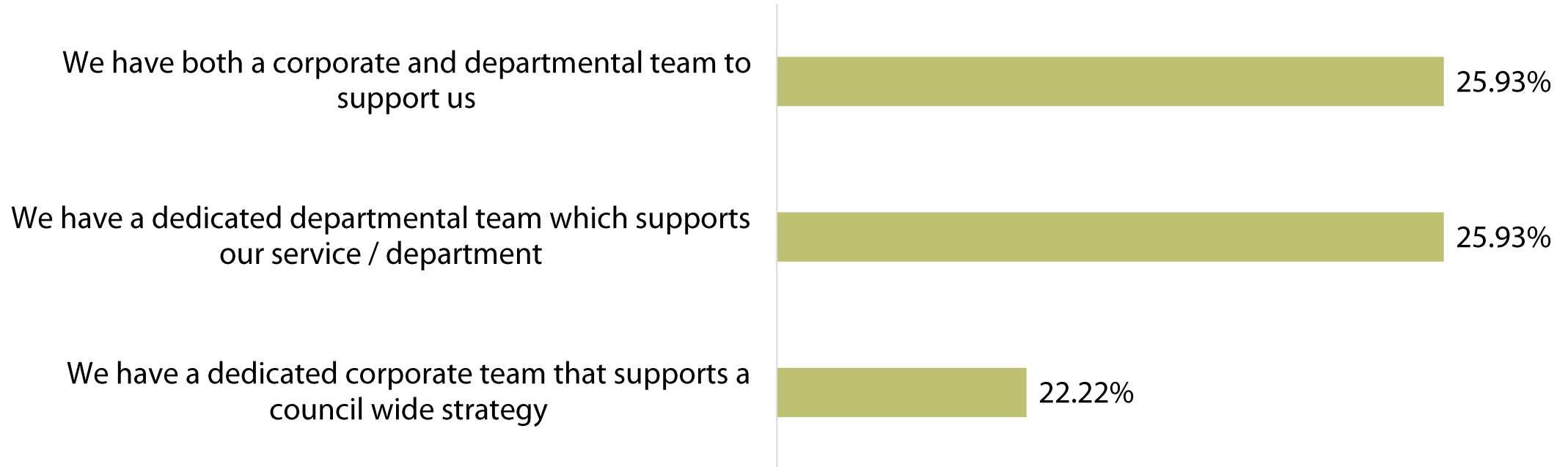


As an approximate figure what percentage of your service area funds or budget is sourced from trading or charging?



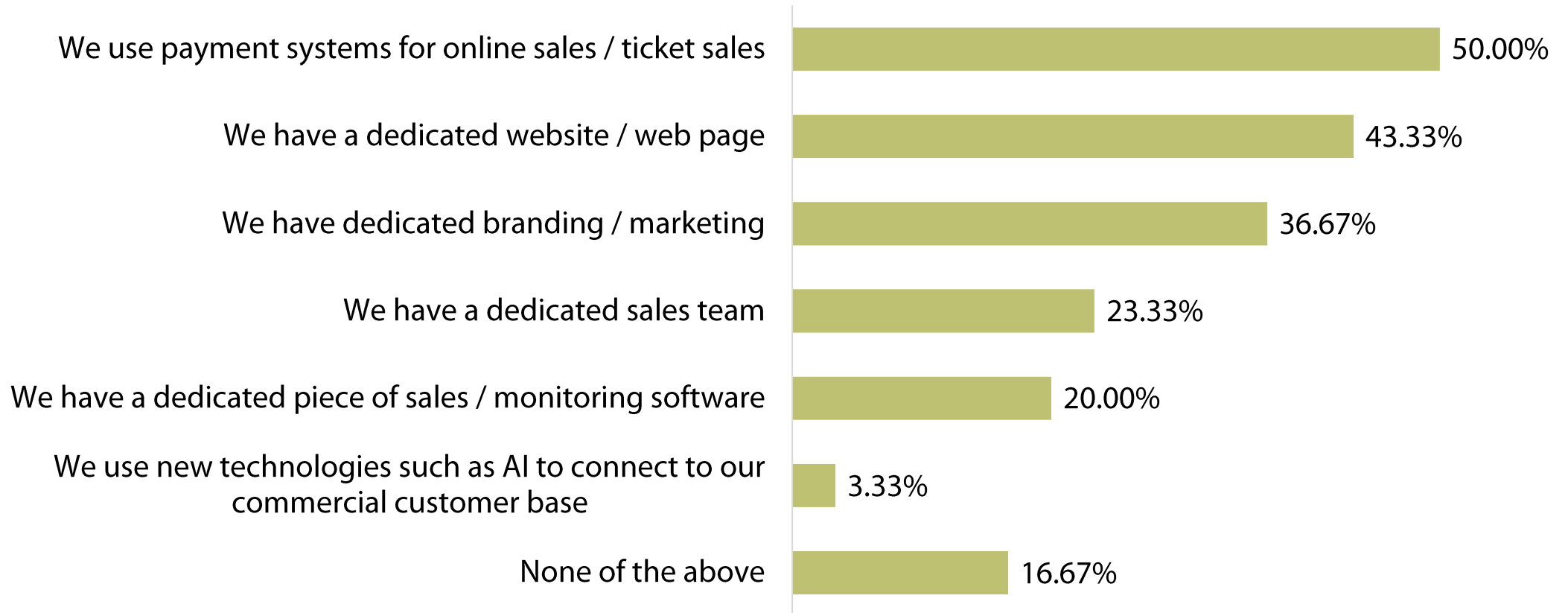


Thinking about how you resource your approach to trading and charging, which of the following applies? (You may tick more than one answer)



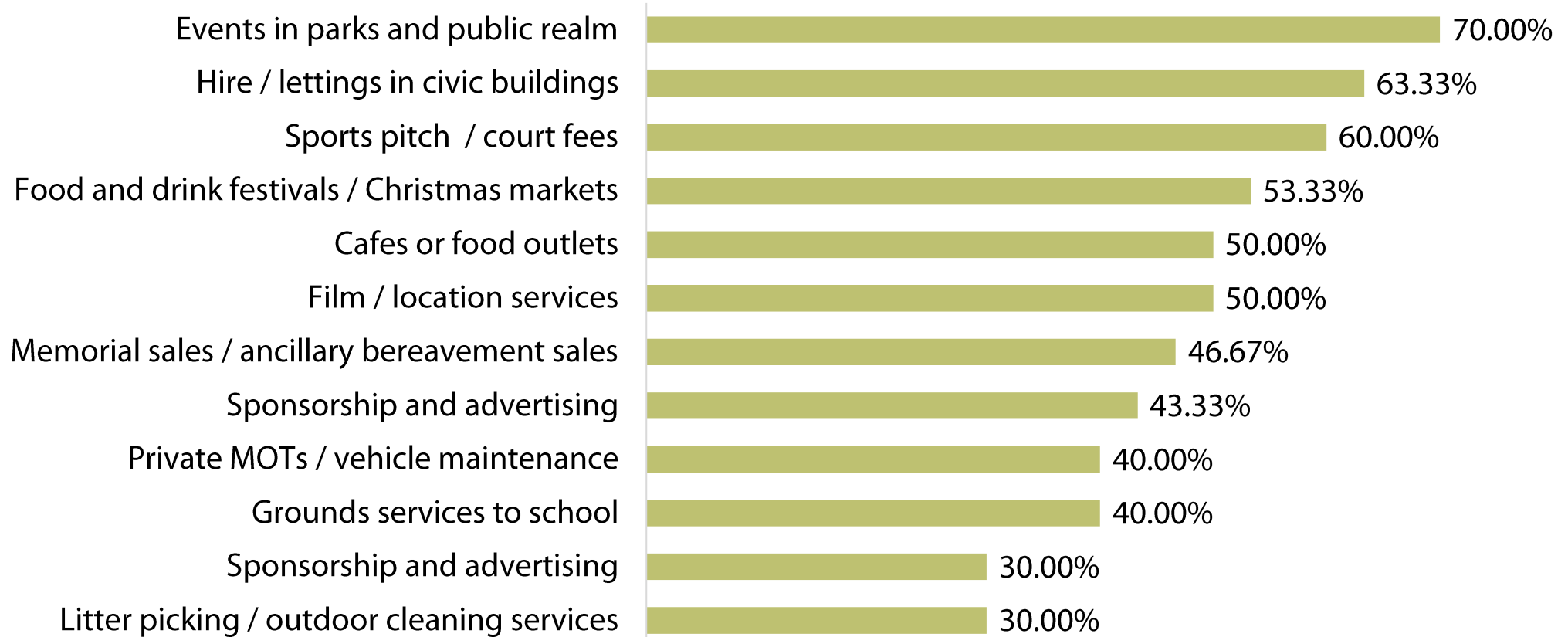


What practical measures do you deploy to help with income generation? (Please tick all that apply)



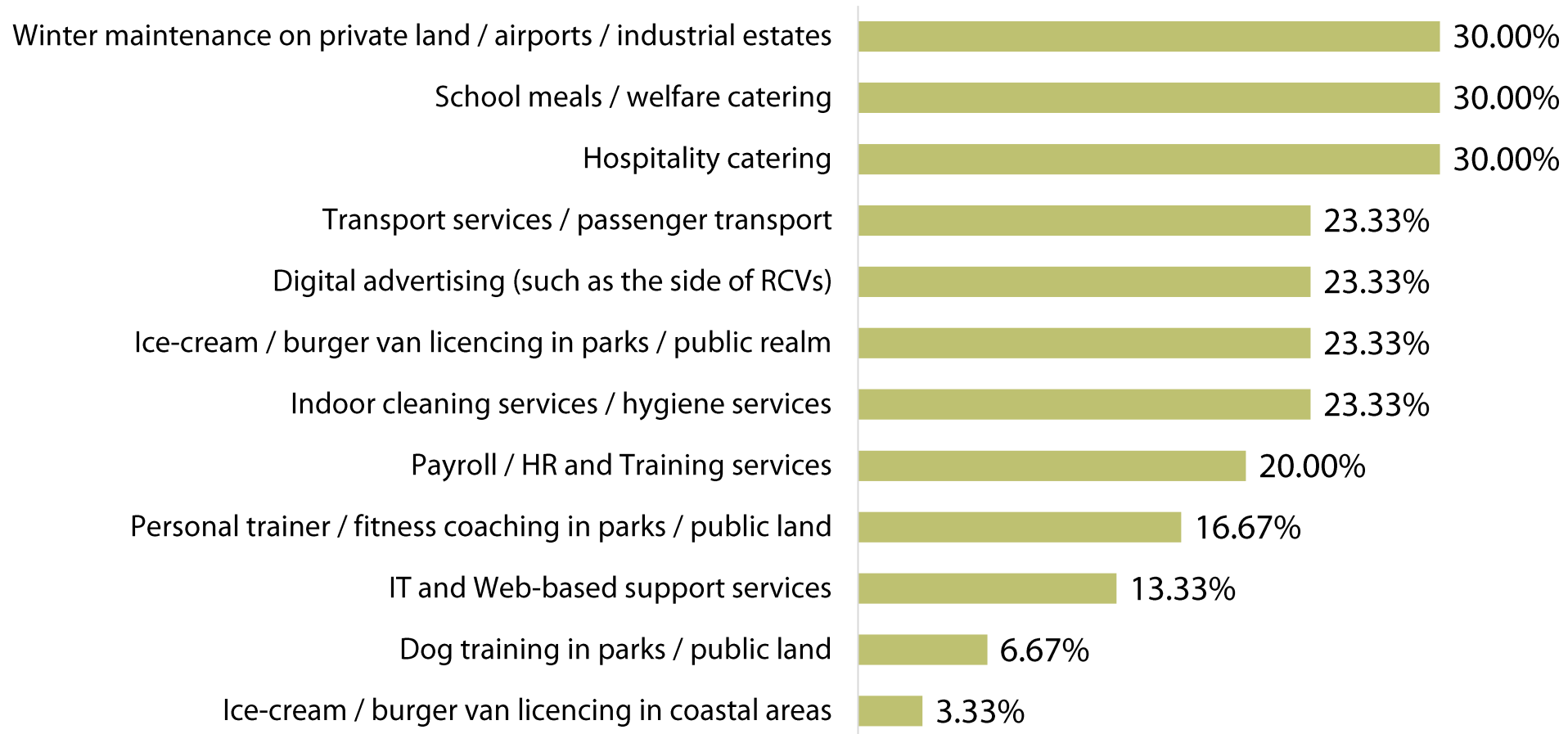


Which of the following areas generate income for your council? (Please tick as many as applies)



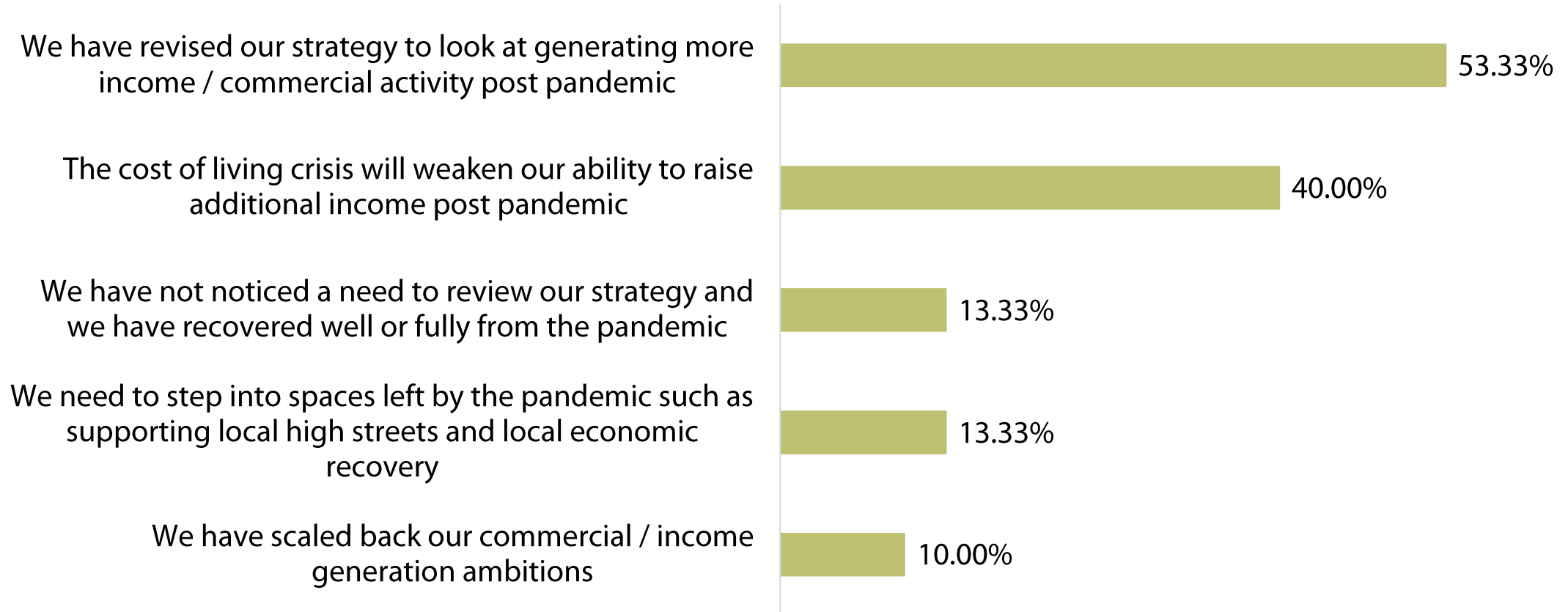


Which of the following areas generate income for your council? (Please tick as many as applies) Continued



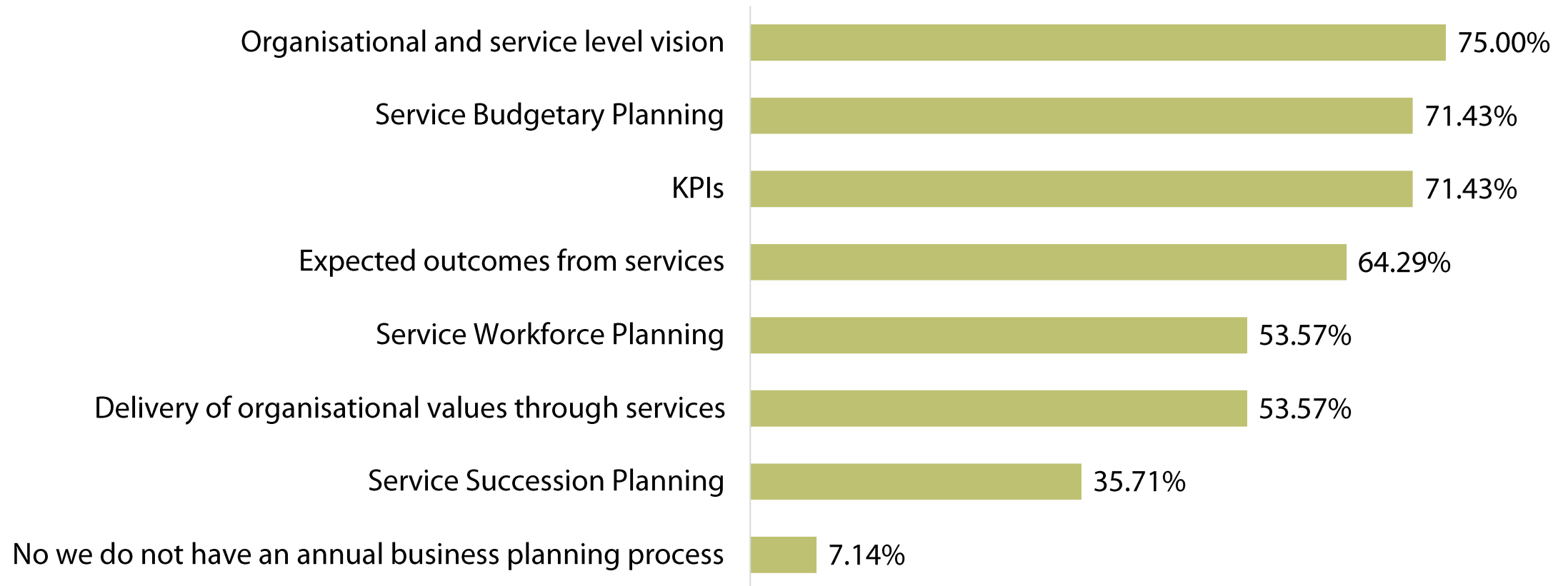


Thinking about the impact of the pandemic and various lock-downs which of the following applies to your service strategy when it comes to commercialisation and income generation? (You may tick more than one answer)



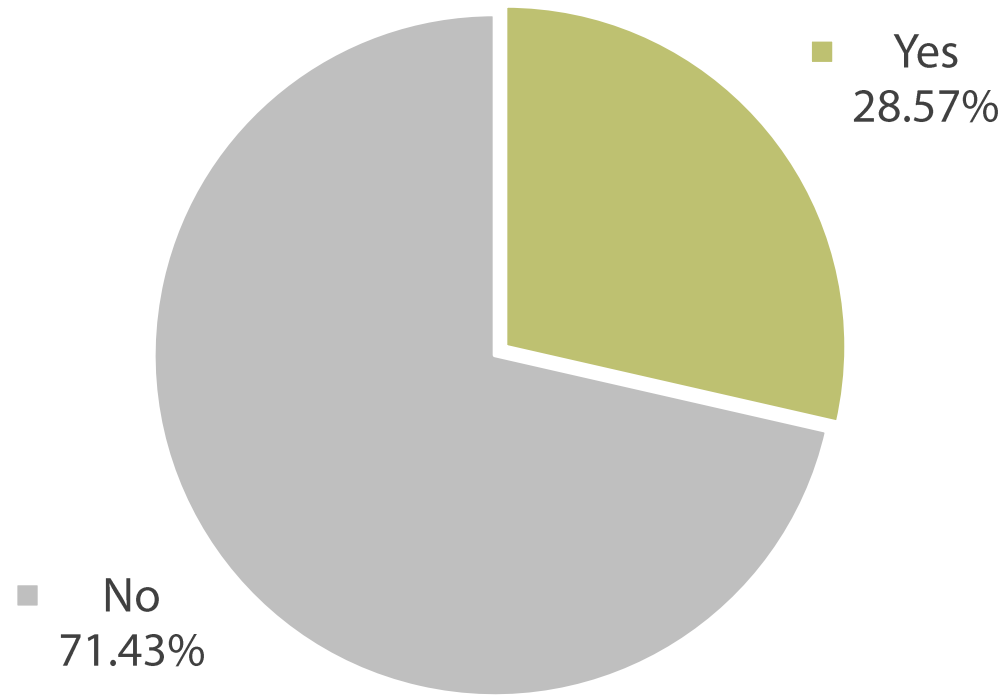


Do you have an annual business planning process for your services? What elements does it cover? (Please tick all that apply)



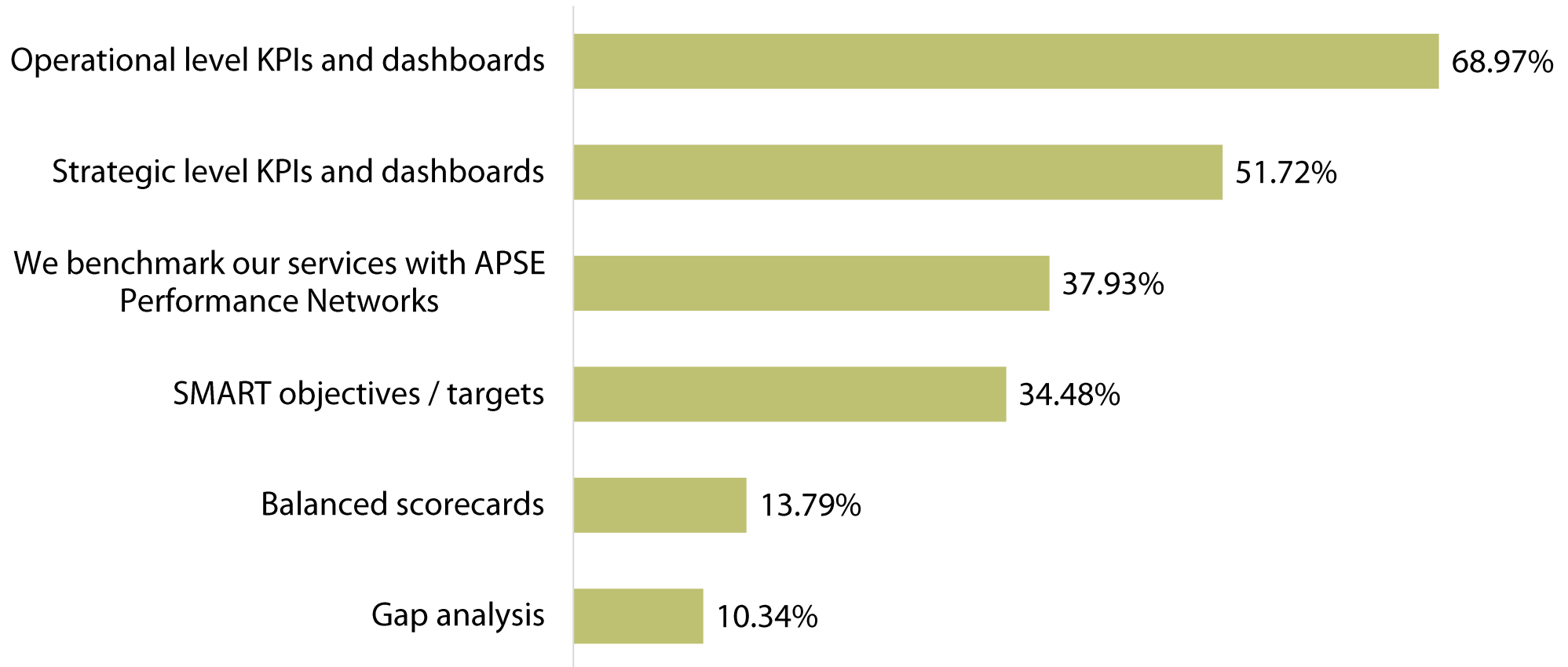


Do you feel you have enough time to do development work on business planning?



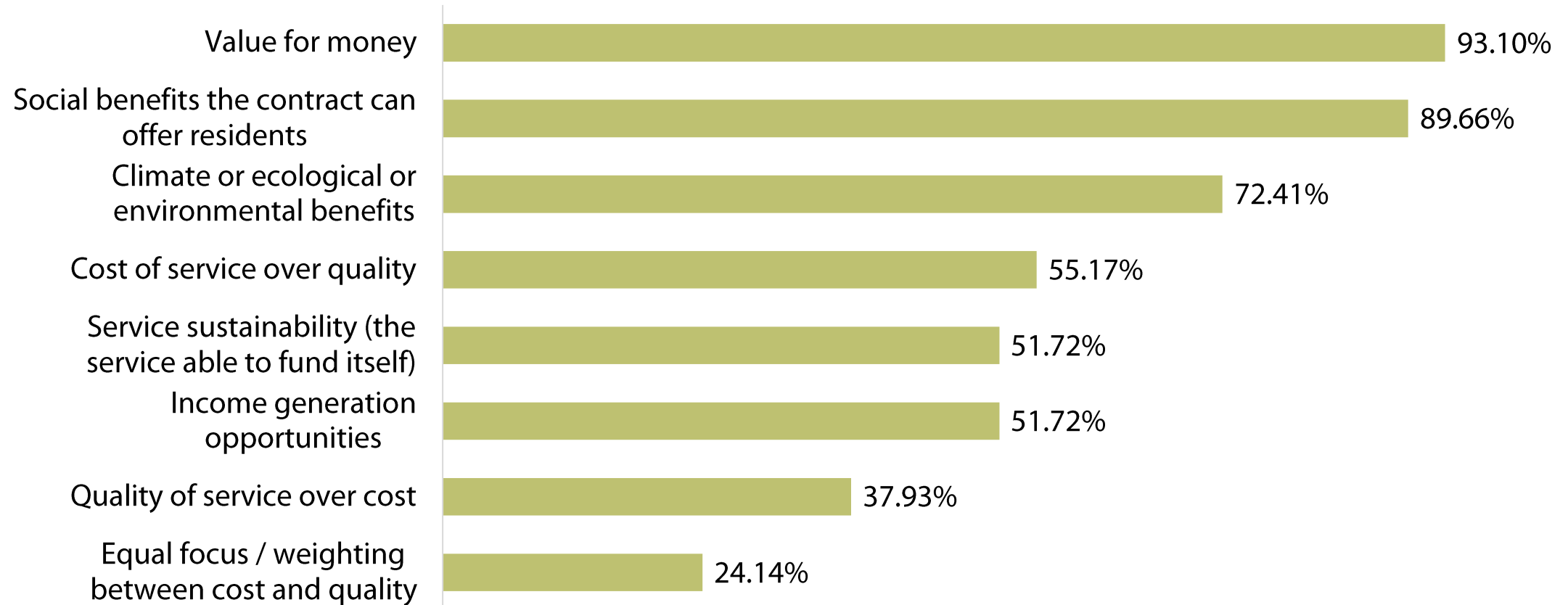


Do you actively measure your service performance KPIs? If so by what measures?



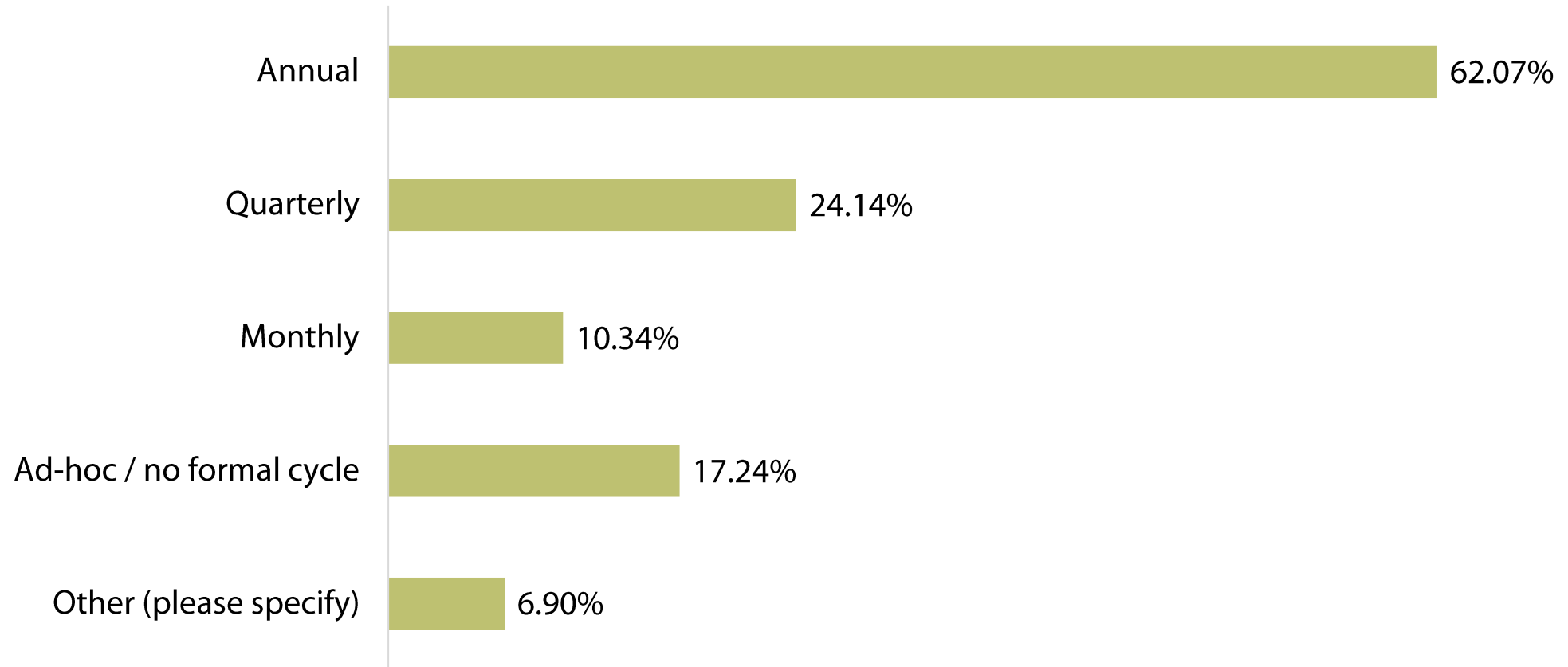


When procuring goods and services which of the following do you consider? (Please tick as many as apply)



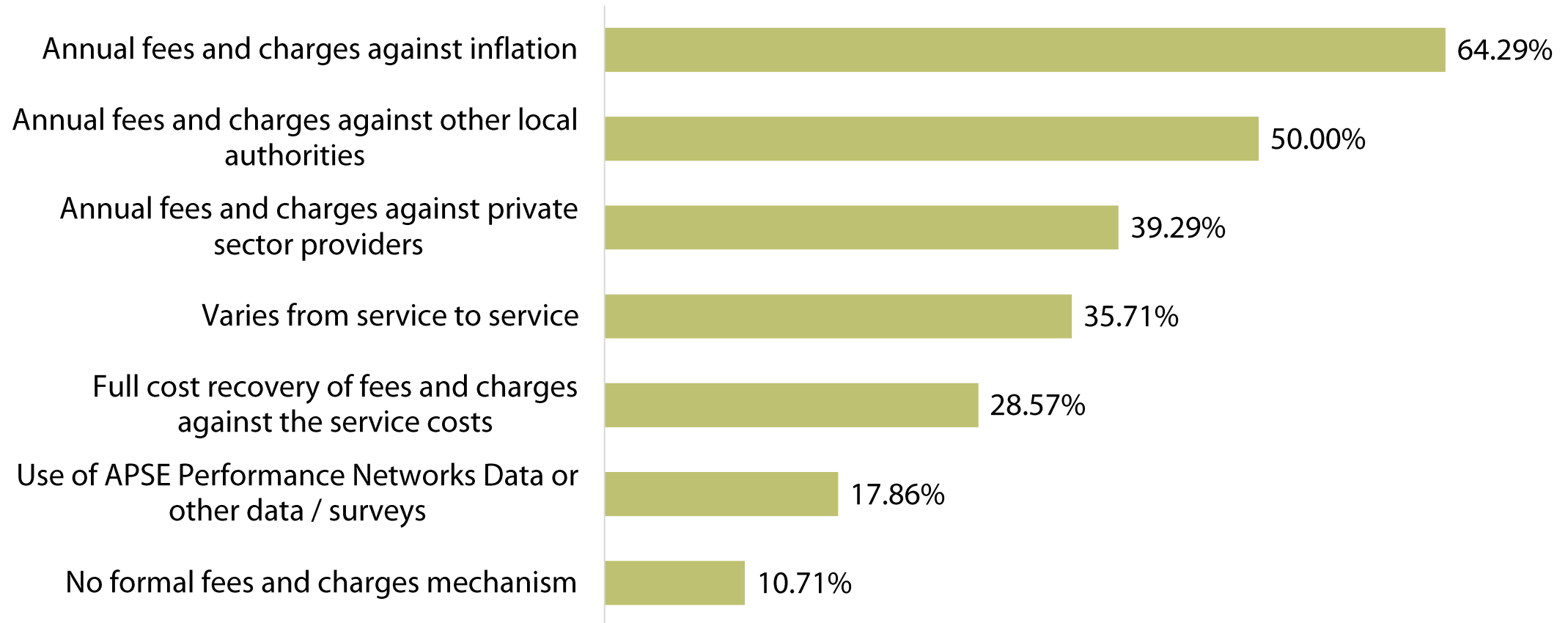


How frequently do you plan savings or income generation opportunities



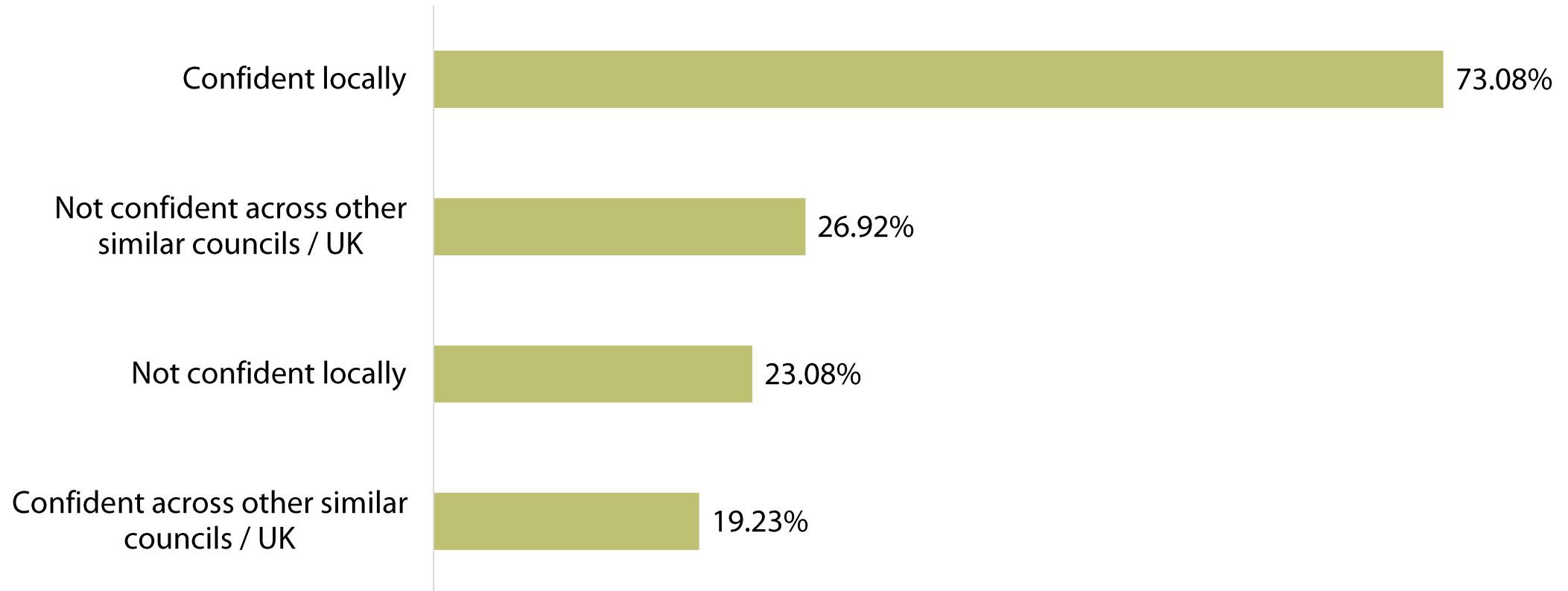


For services which you have commercialised how frequently do you test the competitiveness / appropriateness of your fees and charges?





How confident are you that the services you have 'commercialised' are currently charging competitive rates nationally and locally?



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