

Income Generation

Transformation Advisory Board

19 February 2024



TAB are asked to consider:



How can the council generate additional income using its assets?

From your own experiences, what has been beneficial in making staff more commercially astute?



Project background

The CEO has commissioned a review of income generation opportunities across LBTH, with consideration of additional commercialisation.

This project review will comprise two workstreams:

1. **Strategy:** The development and implementation of a council-wide Commercialisation Strategy applicable to all services and directorates.
2. **Advocacy:** The championing of income generating projects across the council, joining up services to knowledge-share and provide strategic support for new and existing income generation projects.

Progress to date includes:

- Facilitating conversations with Arts, Parks & Events, Communications and Planning to install advertising in Parks
- Attendance at the Enterprising Councils Group
- Cross-council working groups



Example of proposed billboards for parks: park-side view



Approach



Strategy:

- Work on a Commercialisation Strategy had already initiated.
- This stream will refresh & launch the Strategy based on new council priorities.
- Implementation of the Strategy is to be confirmed, and may include a communications campaign to launch the Strategy, as well as targeted training.
- An agile delivery approach will be used.

Advocacy:

- An Income Generation Tracker will be developed, to track new opportunities and share good practice.
- Continued engagement of the council Working Group will ensure:
 - Input and development of ideas relating to opportunities across the borough.
 - Input to the Income Generation Tracker
 - Strategic input, support and review to the Commercialisation Strategy, ensuring it is fit for purpose across all services.



Current Income Generation work

Customer Services

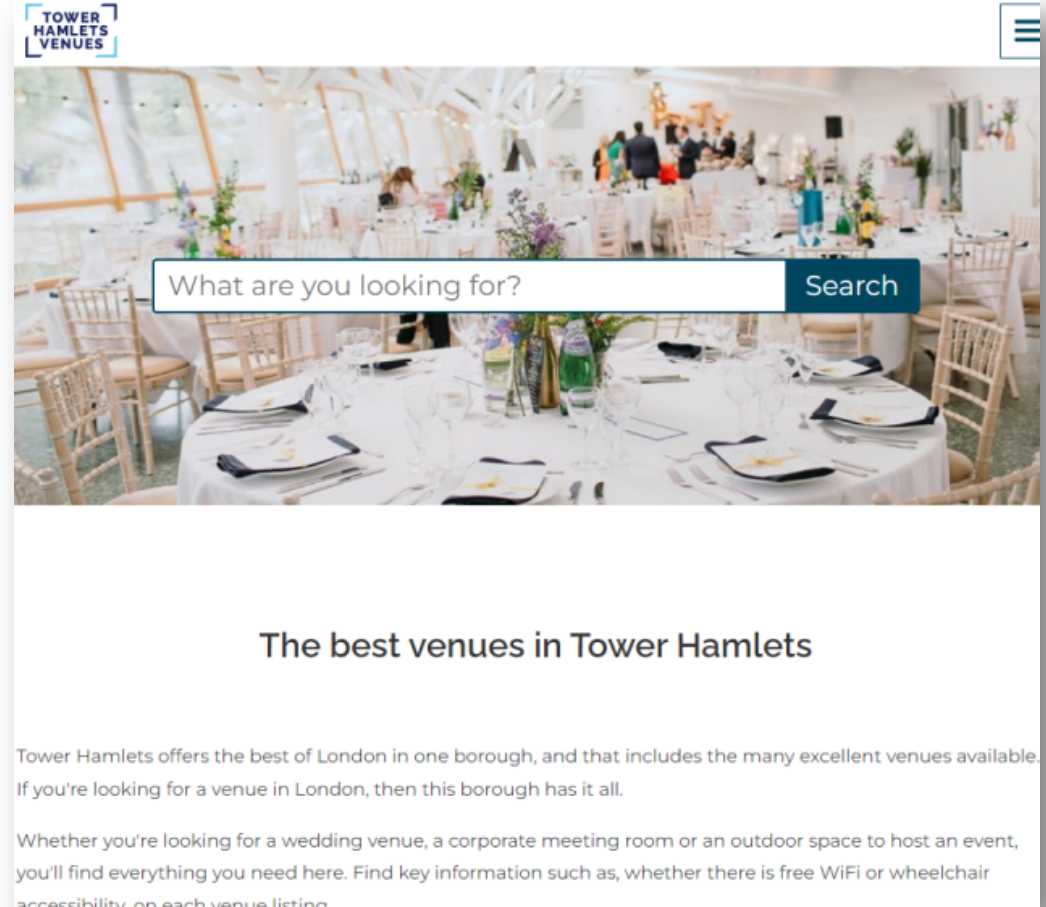


Wider Service:

- Venues & events
- Registrar's service
 - Packages for families
 - Garden suite
 - Commercialisation plan in place

Idea Stores:

- Review & renewal of Idea Stores strategy underway
- Strategy already includes scope for commercialisation
- Refurbish of building structure & fabric
- Investigation into new usages including activation of open areas



Current Income Generation work

Property



Facilities management

- Town hall:
 - Spaces within the Town Hall (e.g. Grocer's wing)
 - Town Hall floor lettings
 - Café area
 - Advertising within the TH grounds
- Selling in-house services (e.g. fire service maintenance, PAT testing) to schools
- Undergoing Asset Review to better manage spaces across the estate

Asset Management

- Recover costs incurred on leased buildings
- Rent increase on commercially let properties

Approach to capital delivery

- Increase capitalisation
- Embed commercialisation approach into capital works; ensuring all new capital projects review spaces for income generation as part of approval process



Current Income Generation work

Arts, Parks & Events

In 2022/23, the Arts, Parks and Events team's income generation exceeded target.

Key income generation strands include:

- Events in Parks (including management of the major events programme)
- Filming
- Concessions in parks (ice-cream, food trucks, tennis and boating concession etc.)
- Hire income from buildings in parks and open spaces (cafes etc.)
- Fees from sports pitch use
- Hire income from hall hire and facilities at Brady Arts Centre and Kobi Nazrul Centre
- Grants and sponsorship



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