

Income Generation

Thomas McMenamin

Lynn Paterson

Glasgow City Council

Land & Environmental Services

Introduction

- GCC, LES Parks Operations Overview
- Existing Business
- Improving Income Capture
- Reassessing Maintenance Priorities
- Commercial Strategy
- Challenges
- Lessons and Revised Commercial Strategy

GCC LES Parks Operations Overview

- Parks Operations - 307 staff
- Arboriculture – 21
- Botanic Gardens/Nurseries/PCP - 82 staff
- Park Rangers - 16 staff
- AHGM – 19 JBG Charge-hands with 147 temporary summer employability staff
- Environmental Apprentices

Existing Clients

- Clyde College
- Glasgow Airport
- Scottish Fire Service
- Various Pubs and Restaurants
- Glasgow Life (Golf, Bowls & Football Maintenance)
- GCC Education Services (Primary Schools & Pre 5 Nurseries)
- GCC Social Work Services (Care homes / Children homes)
- GCC LES Roads (verges & pavements)
- GCC LES Bereavement Services
- GCC LES Parks, Open Spaces

Reassessing Maintenance Priorities

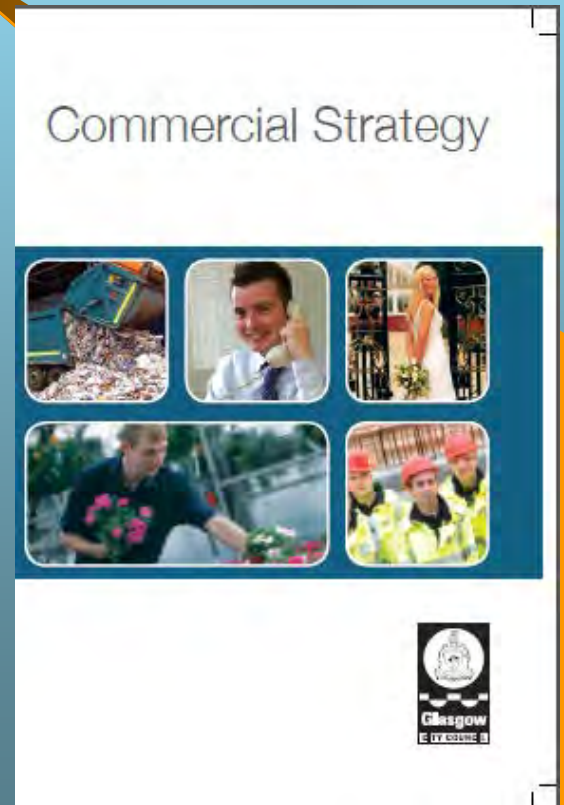
- Income Capture (GL, EDU, Social Work etc.)
- LES City and Green-flag Parks
- LES Play Area Inspection
- LES Bereavement Services
- LES Arboriculture Operations
- Tiered Planters/Hanging Baskets
- Herbicide work
- LES District Parks
- LES Local Parks
- LES Neighbourhood Open Space



Commercial Strategy

Launched 2012

- Created a Commercial Services section
- Focused on growing commercial business and income generation
- Included strategies for:
 - Glasgow Flowers
 - Grounds Maintenance
 - Commercial Property
 - Bereavement memorials
 - Commercial Waste



Glasgow Flowers

- Recognised Brand
- Reviewed product range
- Refreshed range for special occasions
- Ran a cost exercise to identify profitable items
- Pop-up kiosk in George Square
- Marketing (Twitter, banners in Glasshouses, brochures, website)
- Obtained some exclusive rights with a Funeral Director chain
- Working on wedding packages
- Targeting hotels
- Developing ecommerce site



Hanging Baskets & Planters



- Conducted cost exercise
- Recommended new rates to cover material, fuel and partial labour
- New rates implemented in stages
- Developed marketing literature
- Worked with large clients to develop interior landscaping

Grounds Maintenance

- Review public tender opportunities
- Liaise with private sector organisations
- Outbound sales calls



Commercial Property

- Identified surplus property
- Engaged a commercial property agent
- Agreed an approval process through Committee
- Agent advertises and provides recommendation report.
- Evaluation includes social benefit
- Agree lease conditions and payment holidays
- Properties are brought back into use:



- Café
- Equestrian Centre
- Mobility scooters



Dandelion Café, Newlands Park

Venue Hire

- Hire of the Glasshouses
- Investigating tours of the Glasshouses



Events

- Events in Parks deliver income for the use of the park
- e.g. de-littering services; road closures and parking; technical services

Commercial use of Parks

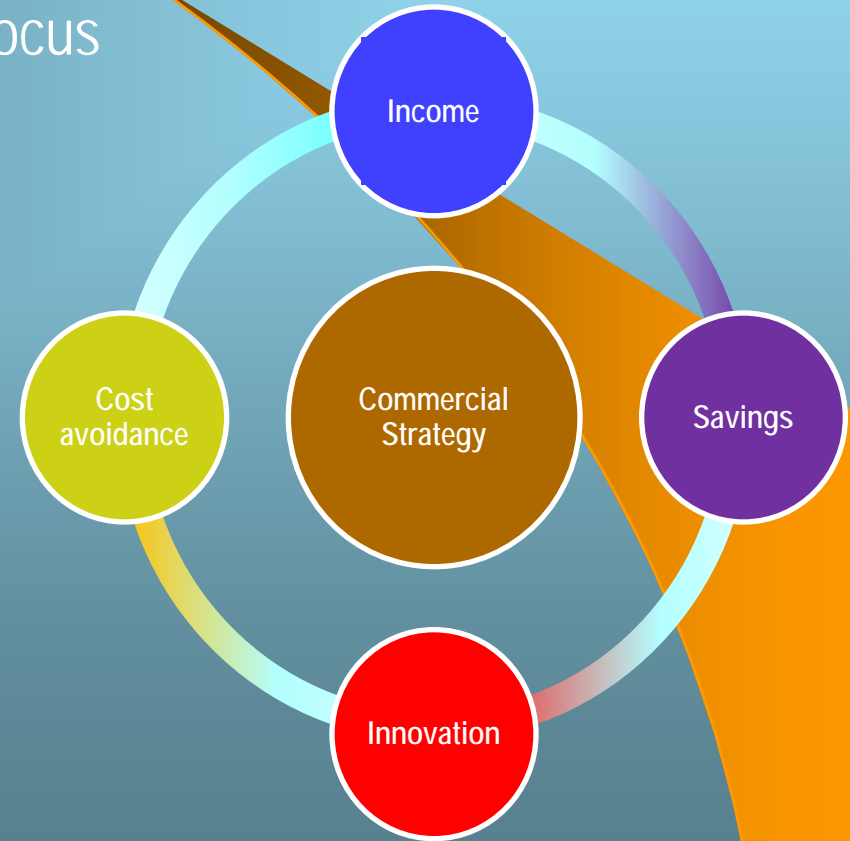
- Now have the ability to charge for commercial activities
- e.g. nurseries; dog-walking businesses; keep-fit classes

Challenges

- Labour rates
- Capacity
- Working practices
- IT
- Risk aversion
- Political constraints

Commercial Strategy 2015

- Review of initial “income driven” focus
- Council business system improvements
- Refocus to 4 target areas
- Identified key projects
- Governance



Questions?

