

Commercial services task group – Departmental Action Plan Update, December 2018				
	Task Group recommendation	Action	Who	By when
1	That the Sustainable Communities and Overview and Scrutiny Panel has an agenda item on commercial services at least every twelve months to ensure that commercialisation and income generation remains a priority and that we are taking every opportunity to exploit innovative ideas	Reports to Scrutiny annually	Democratic services	Annually
2	That the Sustainable Communities overview and scrutiny panel are provided with performance reports following large scale events.	<p>E&R to produce reports and report these to Scrutiny after all large events.</p> <p>A summary of 2018 events –</p> <p>The Greenspaces team continued to develop and consolidate its existing outdoor events portfolio during 2018. The service as a whole supports and/or manages a range of events and activities in parks from small community picnics to large commercial music festivals. Much of the service’s business is based upon traditional local events such as the Mitcham Carnival and the Mitcham Status Fair, but it also plays a key role in supporting major international and also regional-scale events.</p> <p>The Wimbledon Championships is, in terms of income and impact, undoubtedly the biggest of these and the service supports a number of different strands of activity at three separate locations that support the tennis tournament: Wimbledon Park, Morden Park and Commons Extension.</p>	Doug Napier	As and when required [not expected to be more than annually]

		<p>Whereas income from the public car parking charges in Wimbledon Park (Car Park 10) exhibited a slight down-turn this year, this was more than compensated for by an up-turn in the income from experiential marketing endeavours within the park with some significant international brands promoting their goods and services to “The Queue” within the park’s grounds during the course of the tournament fortnight. This is an area that the authority is most keen to continue to develop and, working with the All England Lawn Tennis Club, remains optimistic about the prospects for income growth over the short to medium term as high-profile brands and marketing agencies become more familiar with the opportunities that Wimbledon Park presents.</p> <p>The annual borough fireworks events held at two venues (Wimbledon Park and Morden Park) once again attracted good crowds and yielded significant returns (in excess of £200k) from ticket sales and has grown to the extent that event capacity has been now reached at Wimbledon Park with one show being sold out in advance and only a few hundreds of tickets were available for public sale on the gates this year at this venue. As well as improving the quality of the event offer through the provision of improved refreshment offers, ongoing investment in technological solutions has enabled the team to reduce event support costs and improve efficiencies and customer convenience in relation to event ticket sales.</p> <p>The Eastern Electrics Festival, first hosted in the summer of 2017 as a one-day event, returned in 2018 as a two-day dance music event at Morden Park with, consequently, an increased hosting fee. Whereas the event attracted a significant number of complaints, mainly about noise nuisance and some anti-social behaviour issues in the vicinity of the event, the Festival itself was very successful and well-</p>		
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		<p>organised and enjoyed by some 27,000 mainly young people in the 18-30 year age group. A second and new dance music event, Diynamic, planned and scheduled to take place in Morden Park in September, was unsuccessful in its event licence application and so did not take place.</p> <p>The 2018 calendar year also witnessed a number of outdoor cinema events (7 in total at 5 venues) being hosted in Merton's parks during the summer and the very first country show at Wimbledon Park, suggesting that awareness of Merton's venues is increasing within the industry and consequently that income from outdoor events can reasonably be anticipated to rise in the future. Indeed, the team has already received a number of enquires for proposed new events in its parks in 2019 and for 2020.</p>		
3	<p>That officers consider new opportunities within the council's property portfolio on a case by case basis to assess most appropriate use. This would include the opportunity to provide built office accommodation in the borough of a purpose built nature for anchor tenants or tenants who can in turn attract other businesses. For example a large office can attract a supermarket, gym, cafes etc</p>	<p>Property and Asset Management Board to consider on a case by case basis.</p> <p>Officers tendered a brief for a review of the commercial estate and this independent review of the commercial estate was completed by external consultants and received by the Council in December 2018. It will be considered by officers and reported to Property Asset Management Board at the next available meeting for their consideration.</p>	Chair of PAMB	As and when required
4	<p>That officers explore options for maximising the use of local authority preferential borrowing powers to</p>	<p>Property and Asset Management Board to consider investment opportunities.</p>	Chair of PAMB / Director of Corporate	As and when required

	generate income, while monitoring borrowing limits and utilising external knowledge.	Linked to 3 above.	Services	
5	Council to explore opportunity to retain control of parts of Morden town centre regeneration by developing properties which may include opportunities for anchor tenants.	Review retention of commercial property ownership in Morden Town Centre as part of the regeneration project. Modelled as part of the financial viability, business plan and due-diligence in prep for launching to the market to secure a development partner in spring 2019. Work is ongoing.	AD . SC James McGinlay	By April 2018 (complete)
6	To explore the opportunities to develop a joint venture with a developer as illustrated in this report.	JV under consideration for Morden Town Centre as first opportunity. Nature/structure of JV partners will be refined through the procurement process and soft-market testing feedback. Work is ongoing.	AD . SC James McGinlay	By April 2018 (complete)
7	That officers explore services that would be suitable to be delivered under the Merton logo. The opportunity would be best suited to a pre-existing contract or selling spare capacity.	This was built into the TOM renewals and service Planning in 2018. As part of the TOM process, each department has identified services where delivery arrangements would most benefit from a review, with a particular emphasis on whether alternative delivery agents would be more economically advantageous. Each DMT will be overseeing the plan of reviews for their services over the coming months and take action on any resulting findings.	AD Business improvement	April 18 (ongoing)
8	That officers explore the possibility of installing a pilot multi purpose lighting system in Merton	Explored but not progressed due to the impact on street scene and procurement logistics of such schemes. However, LBM is in the process of converting over 70% of the borough's streetlights to energy efficient LEDs via our retrofit programme. Standardisation of stock also reduces maintenance costs.	Dir E&R	April 18 (Complete)

		Commercialisation and multi-use of lamp-columns is already under consideration for: banner advertising, electric vehicle charging points, wi-fi and mobile coverage.		
9	That the officers seek advice and expertise from councils who have implemented an ESCO, such as Peterborough.	Business case by external consultants, Grant Thornton, completed and reported back to the Climate Change Steering Group. Heat-mapping of the borough completed, showing greatest potential for ESCO network aligns with Morden & High Path regen.	AD SC	April 18 (Complete)
10	That officers present the business case for the ESCO to the Sustainable Communities Overview and Scrutiny Panel alongside the new Estates Plan	In discussion with Clarion Housing regarding the creation of a Clarion ESCO to run and manage the heat and energy networks in High Path regeneration. Work ongoing.	AD SC	April 18 (Ongoing)

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