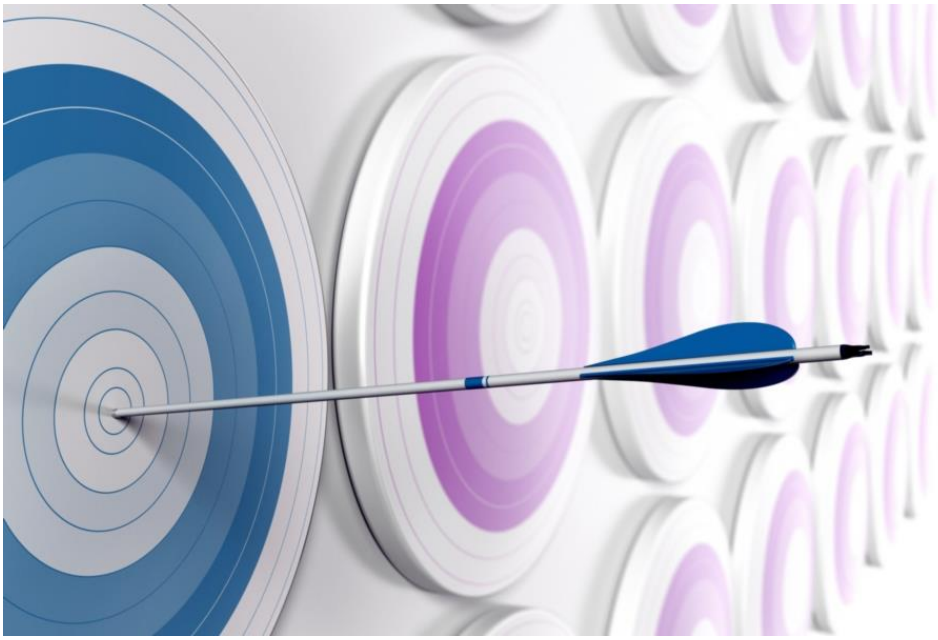

Developing and Delivering a Commercial Strategy

Mel Henley, APSE Associate
training@apse.org.uk | 0161 772 1810

Course Brochure

Developing and Delivering a Commercial Strategy

Course Overview

It's never been more important for local authorities to develop commercial strategies which offset the decline in funding experienced over many years. Additionally, there are exciting opportunities in new and emerging industries which require the commercial awareness and commercial thinking engendered in this one day Masterclass. Our approach to commercialisation builds on best practice and innovation while ensuring that service delivery, business as usual and continuous improvement are not compromised and that councils do not lock themselves into a high-carbon future.

- Maximise the use of all available assets over extended trading hours and looking at other markets and sectors
- Invest in service infrastructure and plan for financial growth - not top slicing budgets
- Insource much needed revenues with both managed risk and minimised exposure to the local authority
- Grow a fully-committed, 21st century workforce to deliver value added services, not just focusing on head count reduction
- Help regulate the market by working in partnership with key stakeholders and clients
- Be a stimulus for economic growth by creating new jobs, more apprenticeships, service investment and thinking more commercially with a true public-sector ethos.

The masterclass blends the best from both the private and public sector successes and experience and demonstrates that local authorities can "insource" and maximise income opportunities by using well-established tools and techniques.

Developing and Delivering a Commercial Strategy

Who should attend?

Experienced heads of department and experienced operational managers who have responsibility for delivering front line and support services.

Learning Outcomes

By the end of the training participants will understand:

- The key building blocks for developing a commercial strategy
- How to analyse, segment, and identify the market
- The new/refreshed thinking and new skills to deliver on this i.e. think customers not departments
- The latest legislative framework that facilitates such an approach
- The known managed risks and rewards for your authority and its communities
- The tools and models for developing and implementing a commercial strategy
- The culture, processes, mind-set and systems to ensure success
- What success may look like for your authority and how best to take a longer-term perspective
- Why you need a detailed delivery plan with SMART objectives for immediate consideration, execution, review, and roll out.

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Course programme

09:45 – 10:00	REGISTRATION
10:00– 11:15	**UNIT 1: The Building Blocks** • Culture, Leadership and Vision • Effectiveness & Efficiency • Skills • Legislation • The Product and The Market
11:15 – 11:30	COMFORT BREAK
11:30 – 12:45	**UNIT 2: Developing a Strategy** • Why? • Where are we now? Where do we want to be? How will we get there? What does success look like? • How do we determine our priorities and manage Ambition v Resources? • The processes of developing a strategy • What should a strategy include?
12:45 – 13:15	LUNCH
13:15 – 14:30	**UNIT 3: Customer Relationships** • Roles and Responsibilities • The Business Case • The Commercial Case • The Financial Case • The Operational Case
14:30 – 14:45	COMFORT BREAK
14:45 – 15:45	**UNIT 4: Your Delivery Plan for Success** • Case studies
15:45 – 16:00	PLENARY, FEEDBACK AND CLOSE

Trainer Profile

Mel Henley, APSE Associate

Mel is an APSE Associate working closely with APSE Solutions specialising in Environmental Services, Parks and Open Spaces, Commercial and Business support, Procurement, Contracts Management and Leisure.

He has held senior roles within the local government arena for some 28 years managing large front-line workforces and the strategic development of a wide range of environmental and business support services. He led successfully the commercialisation of front-line services at 3 authorities.

Having served on the CLG's strategic board as the local authority elected representative, he has been involved in the development of national policies and strategies. He has developed high level strategies for parks and open spaces, procurement and commercialisation, the latter council-wide.

Over his career he has secured high levels of external funding from a range of sources, with a 100% success record in funding applications and tendering for "In House" services.

What do participants have to say about this course?

"The trainer was brilliant. Very knowledgeable, approachable and engaging."

"Really useful, informative - I actually feel like I learned a lot and took a lot away."

"Really insightful, so beneficial and educational. Crucial for strategic level roles."

"Gave a great insight to how I link my current role into a strategic plan and how to follow that up."

Book your place on an Open course HERE

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Developing and Delivering a Commercial Strategy

In-house - tailored training to meet your needs.

The package includes:

- A pre-course consultation so we can tailor the course to meet your needs.
- Trainee Needs Analysis.
- Customisation of the slide pack.
- Delivery of the course on a mutually convenient date and time to meet your authority's needs and working patterns.
- Analysis of trainee feedback, which we share with you.
- Trainer feedback, if required.
- Post-course materials on password-protected hidden webpage.

If delivered online, the course is suitable for up to 15 participants and over two half-days or one full day, via Microsoft Teams

If delivered onsite, it is suitable for up to 20 participants. Trainer travel, subsistence and accommodation is charged at cost.

Enquire about an in-house course HERE

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Developing and Delivering a Commercial Strategy

About APSE Training

APSE (Association for Public Service Excellence) is a not-for-profit local government think tank, working with over 300 councils throughout the UK, promoting excellence in public services.

APSE is the foremost specialist in local authority front line services, hosting a network for front line service providers in areas such as waste and refuse collection, parks and environmental services, leisure, school meals, cleaning, housing, and building maintenance.

APSE Training aims to provide inspiring and impactful lifelong learning and development opportunities, nurturing talent and enabling growth. A broad range of courses are available via the APSE website and as bespoke in-house courses.

APSE Training is compliant with APSE's Quality Assurance processes under ISO 9001, ISO 14001, ISO 27001 and GDPR. We are also a Platinum Carbon Literate Organisation, which demonstrates our commitment to raising awareness of the climate crisis.

Contact us

The team is ready to help.

Please direct enquiries to: training@apse.org.uk | 0161 772 1810
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Senior Training Officer: Amy Caldow
Training Co-ordinator: Helen Reed
Business Support Assistant (Finance): Daniel Lee

Carbon Literate Organisation Platinum

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