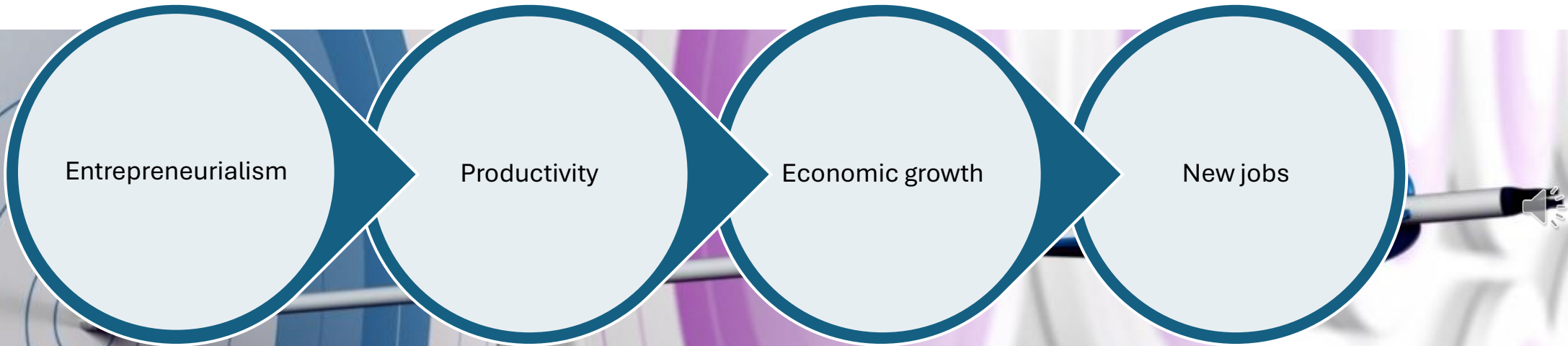


# Developing and Delivering a Commercial Strategy

Fiona Sutton-Wilson, Head of APSE Training

- The case for commercial strategies
- The legal framework and risk
- A time for insourcing?
- A culture of innovation

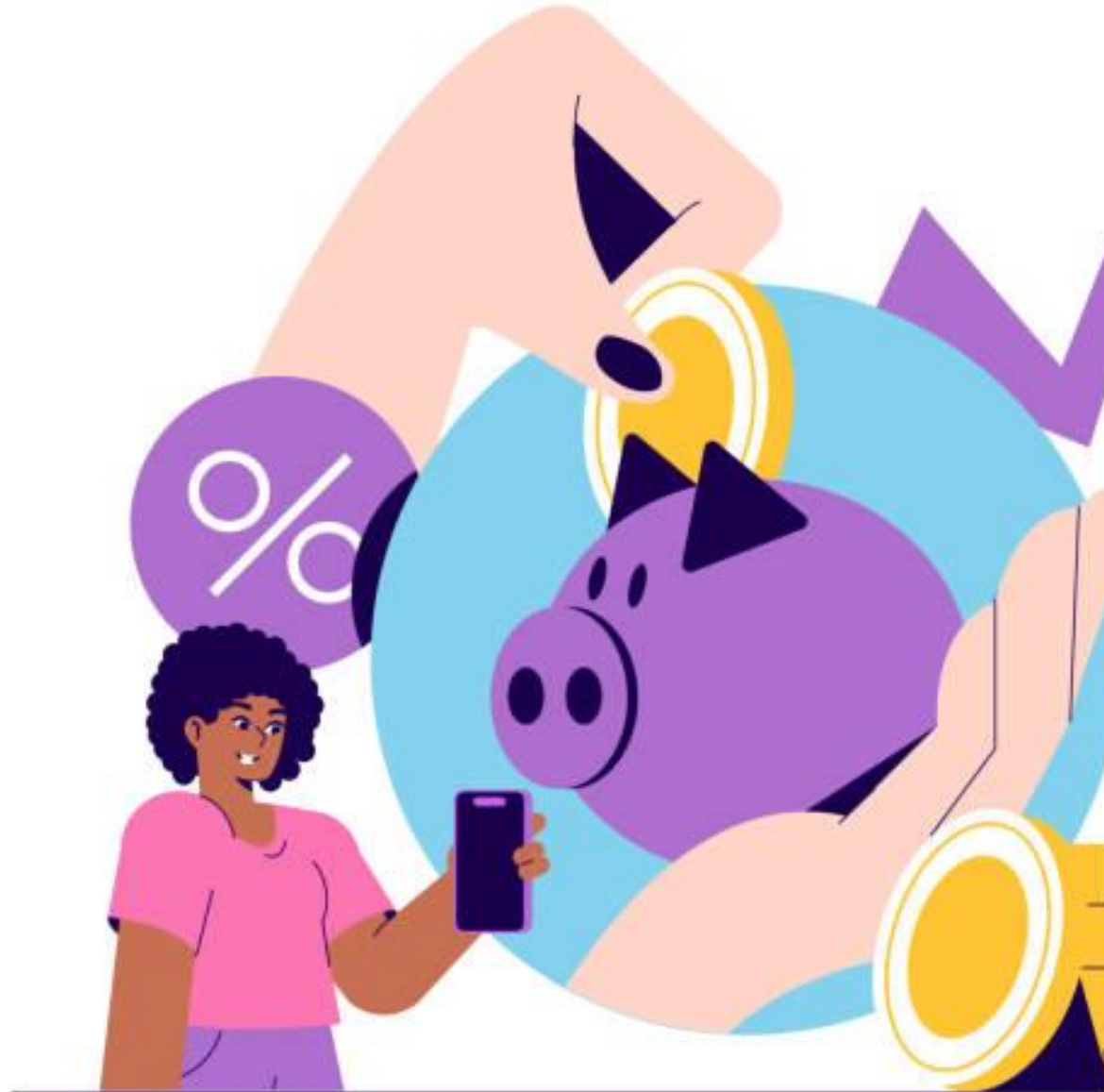




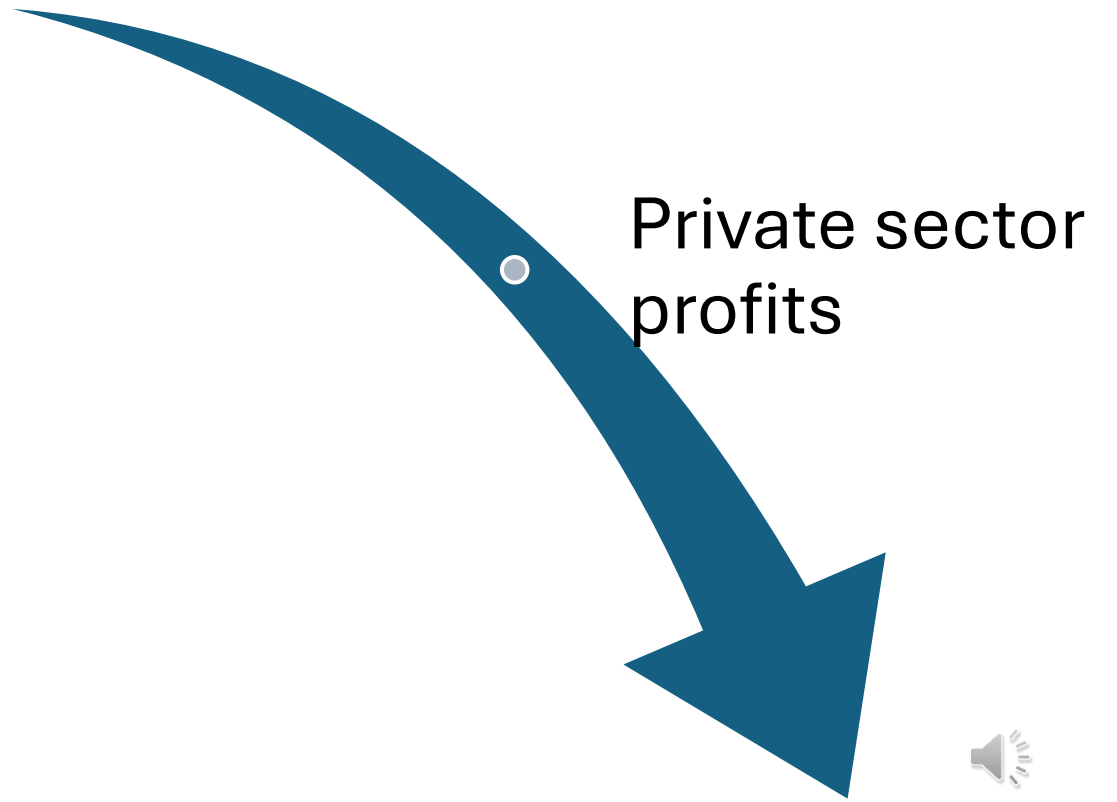
# The legal framework and risk

- Local Government Planning and Land Act 1980
- Local Government Act 1988
- Ministerial Decree 1990
- 1991 White Paper: Competing For Quality
- Local Government Act 1999
- Local Government Act 2000
- Localism Act 2011





Outsourcing



Private sector profits



Demise of provision

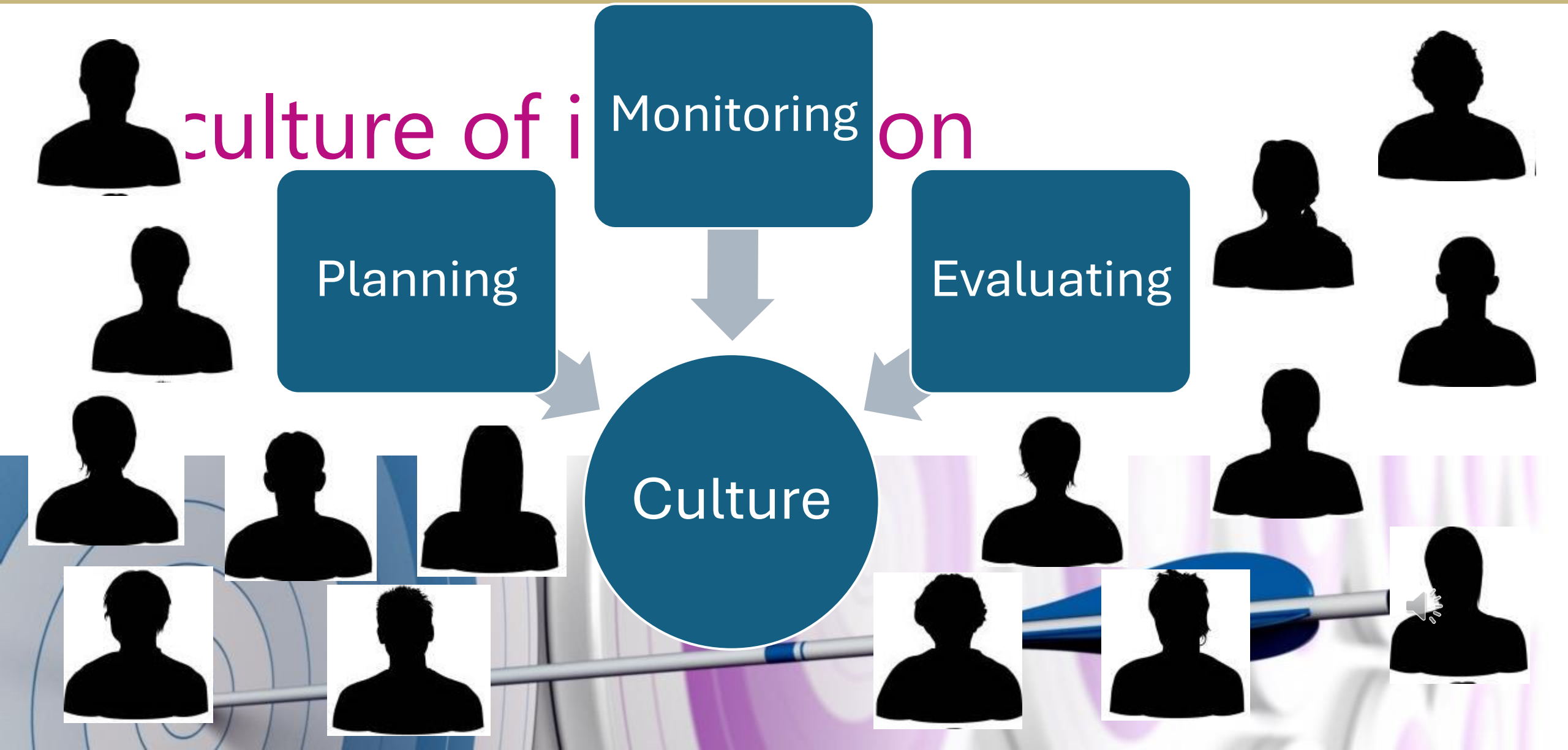
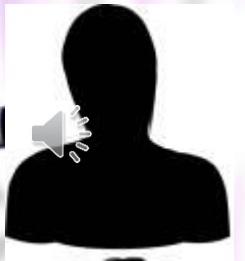
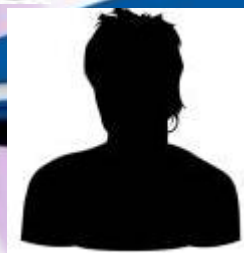
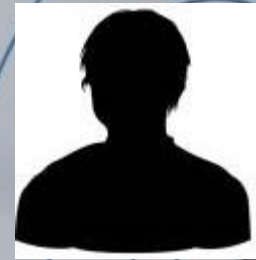
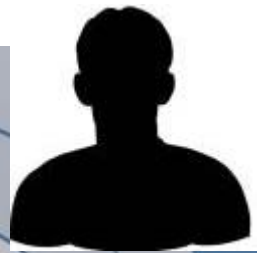
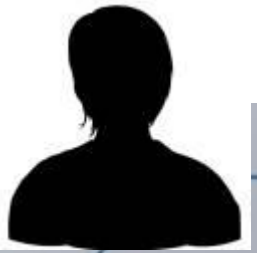
culture of i Monitoring on

Planning

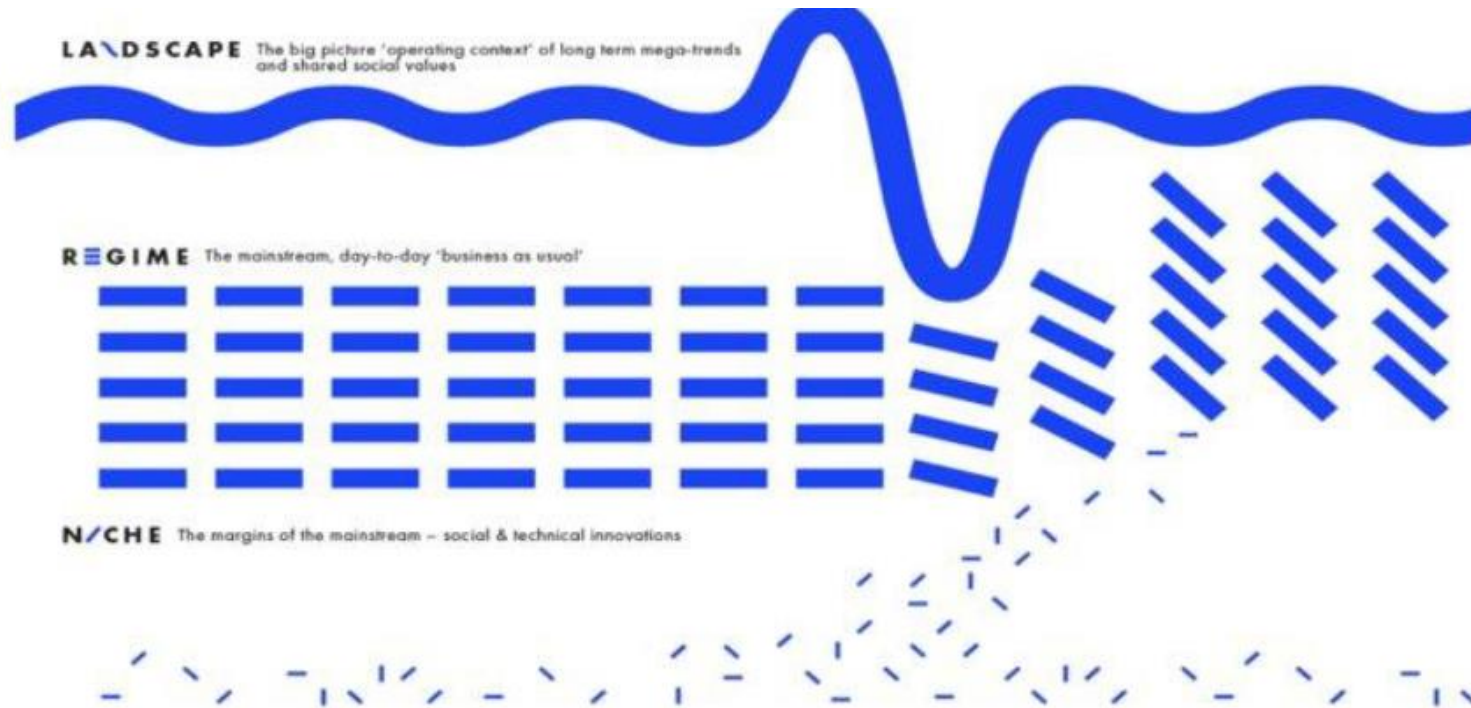
Monitoring

Evaluating

Culture



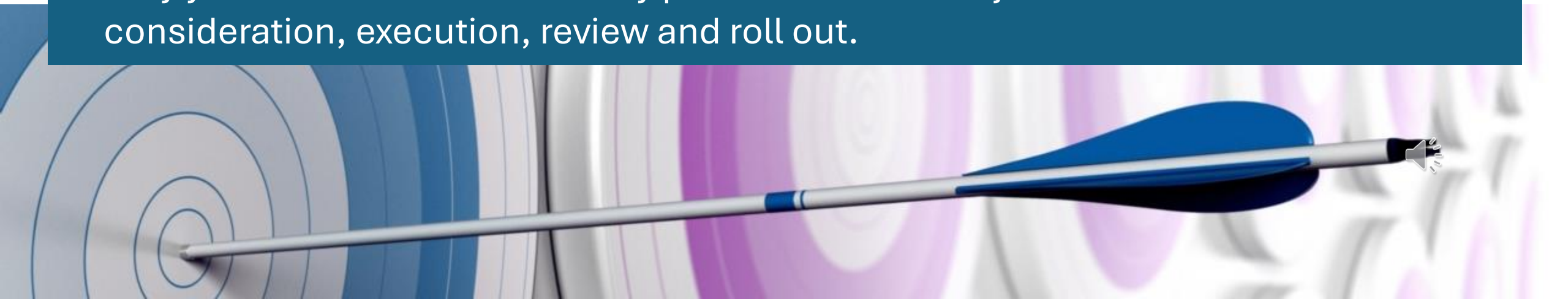
# The context of transformational systems change



Disrupters have the potential to alter the landscape and change the way we do things.

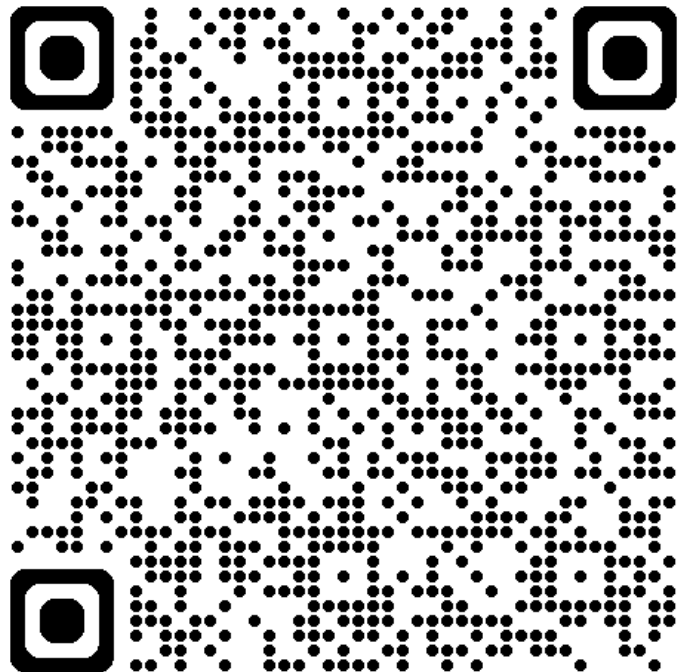


- ❑ The key building blocks for developing a commercial strategy
- ❑ The new/refreshed thinking and new skills with a focus on customers
- ❑ The latest legislative framework that facilitates a commercial approach
- ❑ The known managed risks and rewards for your authority and its communities
- ❑ The tools 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.



# Developing and Delivering a Commercial Strategy: Mel Henley, APSE Associate

Wednesday 12/03/25 at 09:00 - 16:00





# Contact us

The team is ready to help.

Please direct enquiries to: [training@apse.org.uk](mailto:training@apse.org.uk) | 0161 772 1810

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Senior Training Officer: [Amy Caldow](#)

Training Co-ordinator: [Olivia Wright](#)

Business Support Assistant (Finance): [Daniel Lee](#)



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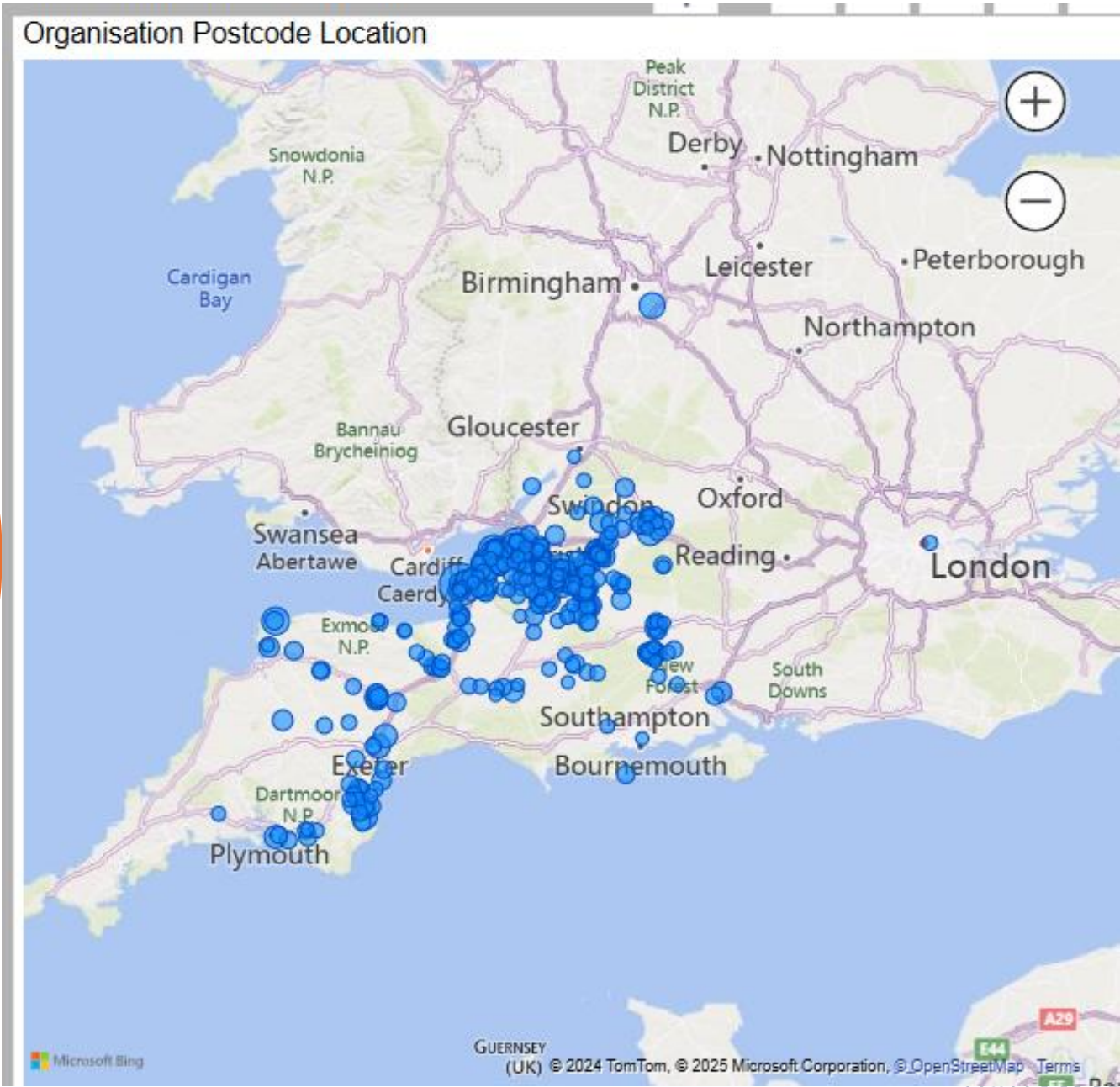


## **Flex retainer**

Steve de-Bruin  
Head of Client and Business Services



# Geographical spread





# Services we offer

Internal Audit

Grant certifications

Financial monitoring

Information Governance support

Risk Management training and advice

Business Continuity Management support

Records Management, support and storage

HR Investigations and Grievances

Fraud Investigations

Cyber Security support


Procurement


Blue Badge Fraud Investigation

Training in all the above




Innovation is  
the key to  
success

- 
- One West was built on income generation and delivery of excellence
  - Being personable is our golden thread
  - In order to maintain momentum we need to find new ways to deliver
  - Clients want more and often at short notice



# What is a retainer?



Simply put it's access to all of our professional services by paying in advance.



# Flex retainer

- As part of our approach to working in **Partnership** we wanted to free up access to more of our services and make them readily available.
- The offering was to allow **full access** to our specialists when needed most.
- Banking hours in advance of needs allows for better budgeting
- Resourcing needs constant oversight



# Building a retainer service

- The use of legal services
- Development of a strategy
- Formulation of documentation
- Staff sign up
- Digital strategy
- Delivery managed







# The outcome for us

- Large scale sign up in year 1
- Positive feedback from all clients using the service
- Immediate access and delivery
- Resource is secured

# YEEP!

# YOUR PARCEL PLACE

More sustainable  
More convenient  
More peace of mind



## APSE Southern Region Commercialisation, Income Generation & Trading Network Online Meeting February 27 November 2025



- ✓ No more missed deliveries
- ✓ No more late returns
- ✓ No more queues

# YEEP!

## Outline for today...

### 1. Why bother?

Battery operated and an open network: introduction to YEEP! lockers and the general locker landscape (see image below).

### 2. Will you have a choice?

The rise of eCommerce and what's happening in the world of delivery logistics: where will we be in 2-3yrs time and how will ou respond?

### 3. How and where?

Where and how to install parcel lockers – YEEP! lockers can be installed wherever you need them from housing estates to the high street; a quick guide to the legislative framework.



# Why parcel lockers make sense...

YEEP!



## More sustainable

Did you know that last-mile deliveries account for the largest share of carbon emissions for e-commerce?

Using YEEP! lockers helps reduce traffic on our streets for cleaner and quieter deliveries, with your parcel delivered first time, every time.

Parcels can be delivered to and collected from lockers out of hours, which helps to reduce congestion and pollution at busy times.

And because more deliveries go to one locker location, we can reduce the number of journeys, and the amount of CO2 per parcel.

**Reduce Traffic > Improve Air Quality > Increase Resident Choice > Generate Income**

# UK parcel volumes predicted to double to 6.4 billion by 2030

YEEP!

## The picture in London today...



1bn parcels in London by 2030, up by 100%



20,000 + parcel delivery vans in London = 360m vehicle km p.a.

90% + deliveries to 3.5m home addresses



london



**Fragmented Out Of Home (OOH) Network**

7 different closed networks of pick-up & drop-off locations (PUDOs)

<1000 lockers, lightly used

21% people < 250m of OOH location

50% postcodes with no OOH location

**Increased costs and constraints on home delivery**



Restricted access (ULEZ, pedestrianisation)

Online sales premium to deliver to door



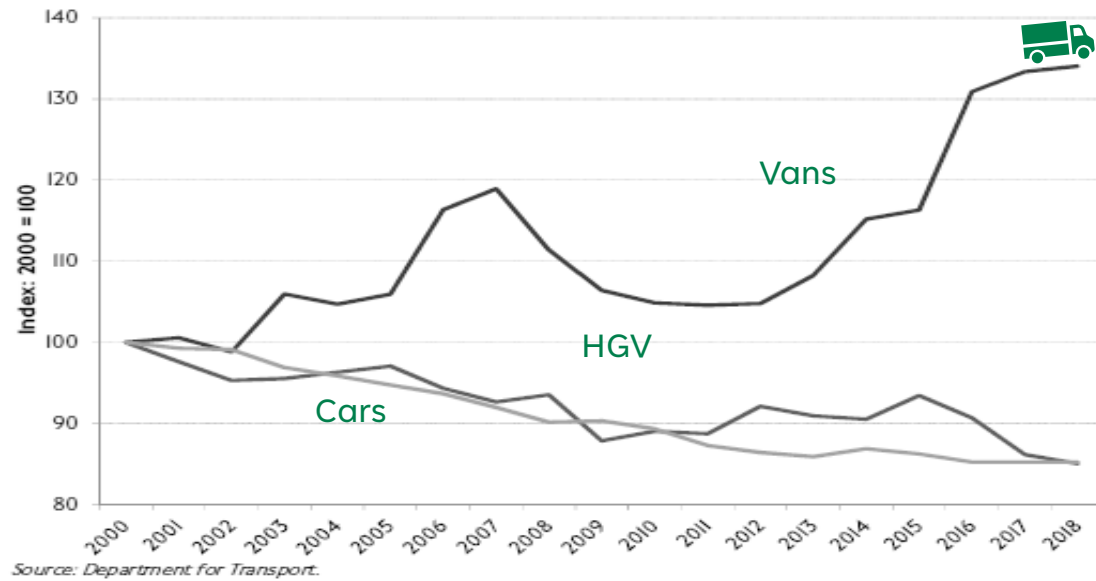
2m + people in London living with illegal level of emissions




79k tCO2e from delivery vans p.a.

# More parcels >> more congestion >> more pollution

## London motor vehicle km, by type, 2000 - 2018

Figure 9.4 Trends in motorised vehicle kilometres in London, by main vehicle type, 2000-2018.



-  Decarbonising how we get our goods
-  Place-based solutions
-  Accelerating modal shift to public and active transport

YEPP! lockers can complement existing strategies to improve air quality and reduce congestion helping you achieve your Net Zero 2030 targets.

In London alone, the e-commerce shift will see parcel volumes double from 500m today to 1bn by 2030



YEEP!

## More convenient

A YEEP! locker is always in! You'll never miss a delivery, or have to pop to the neighbours to collect your parcel. You can drop off your parcel at any time 24/7 in one of our local locations – and you'll skip the queues, too!



## Our solution

### BATTERY POWERED LOCKERS

- Battery power to reach the locations others cannot
- Rapid Install – no power / no groundworks
- Scanner & keypad fits existing carrier processes
- Proven software and easy-to-use app

### UNIQUE LOCATIONS

- A mix of public and private locations puts the right lockers in the right places

### AGNOSTIC / OPEN NETWORK

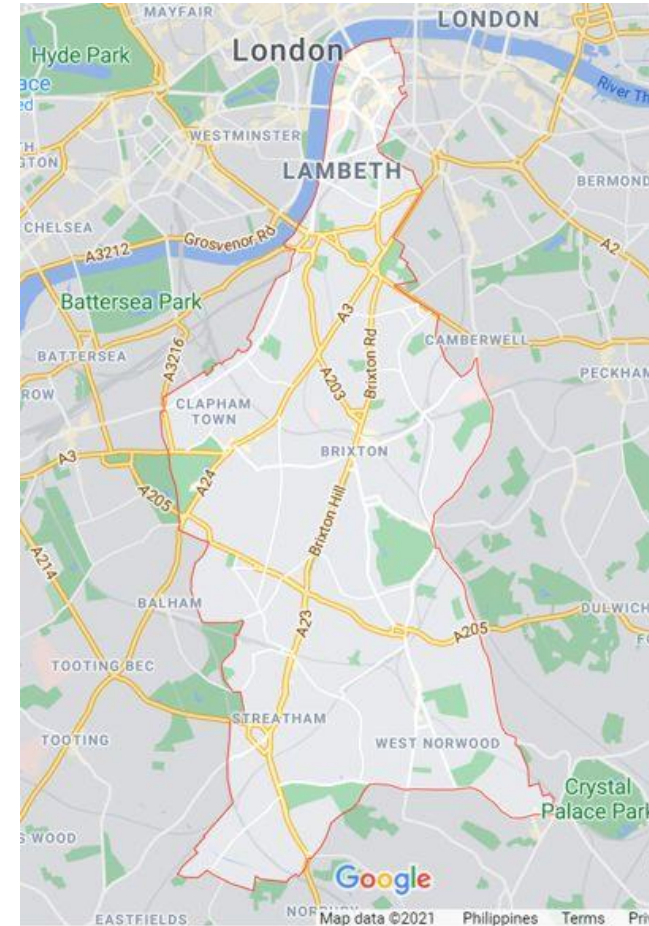
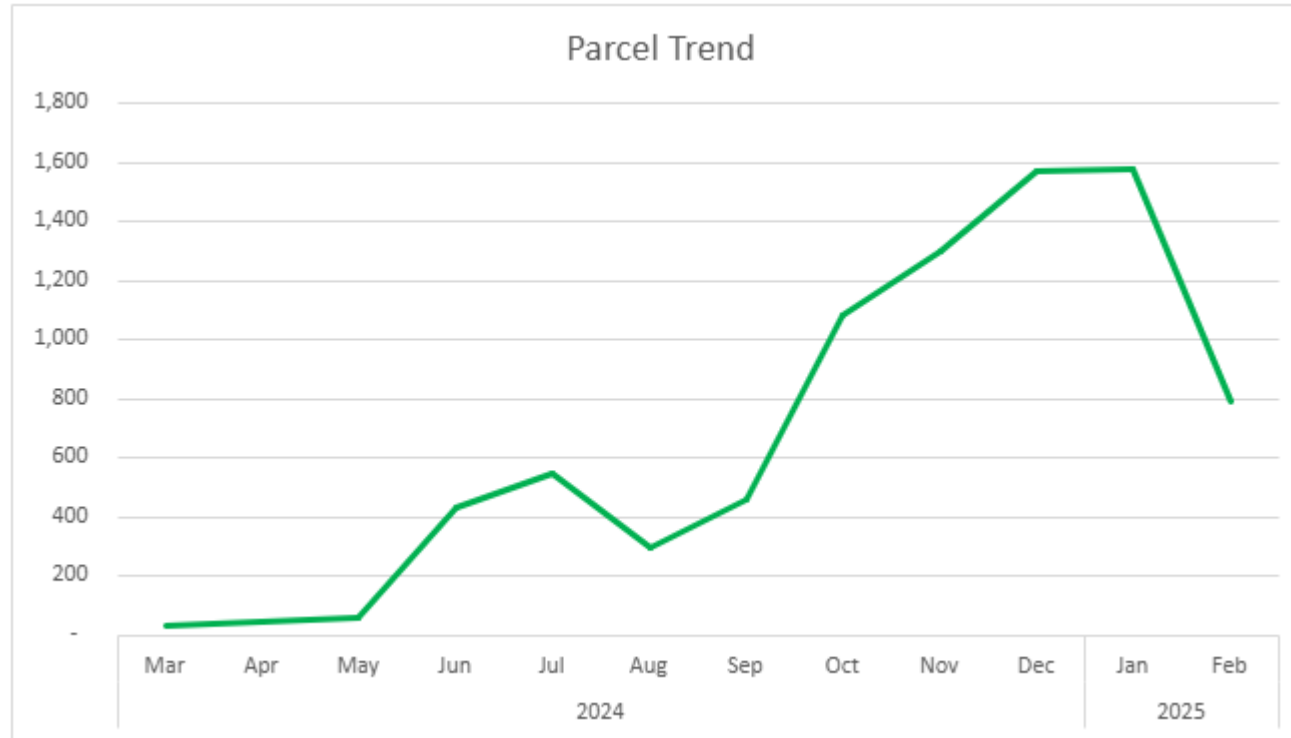
- Open to ALL carriers and ALL consumers

### HIGH DENSITY

- 90% of people < 250m in urban areas
- 90% of people < 400m in suburban areas

# Lambeth Case Study

YEEP!



- High population density
- Majority housing estates – multiple occupancy buildings
- Popular Leisure centres
- Fees earned per site / per year

Total Live lockers: 56

Total Parcels: 8,217

Avg. Total Live days: 260

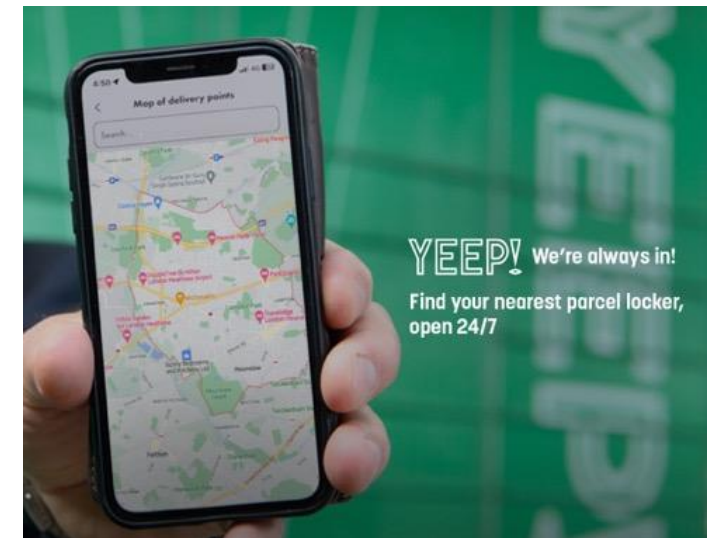
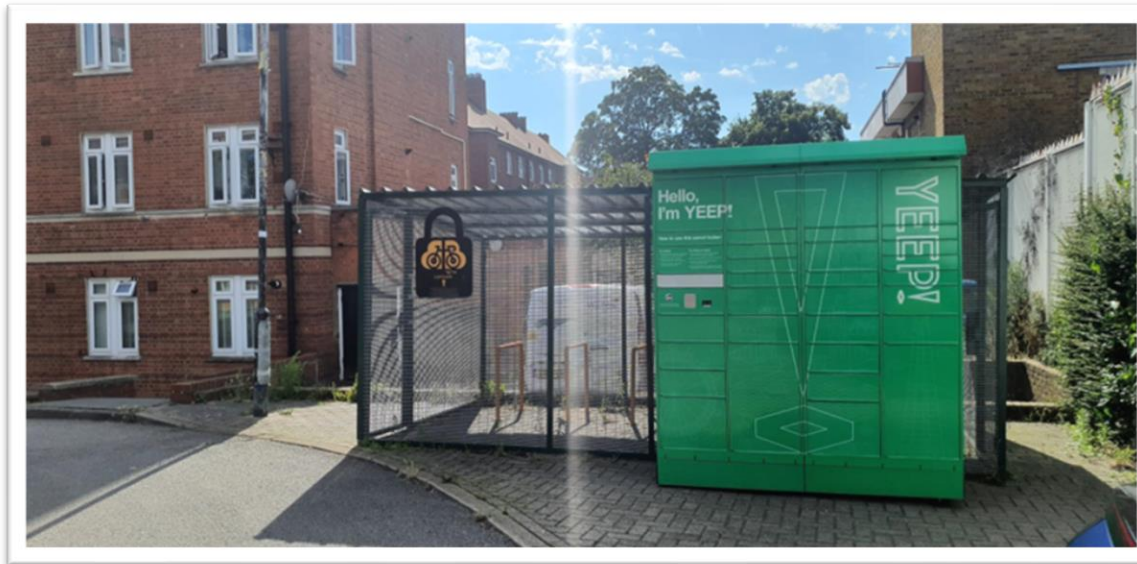
Avg. Parcels per day: 32





# Benefits for your residents

- ✓ Ideal for multiple occupancy buildings where there is no safe place to leave parcels or risk of theft.
- ✓ Removes fire risk of parcels being left in lobby spaces.
- ✓ 100s of residents can be served by one locker
- ✓ Convenient for **parcel returns** – no special trip to the post office or drop-off shop.
- ✓ Available 24/7 so no need to wait in or miss a delivery when at work.

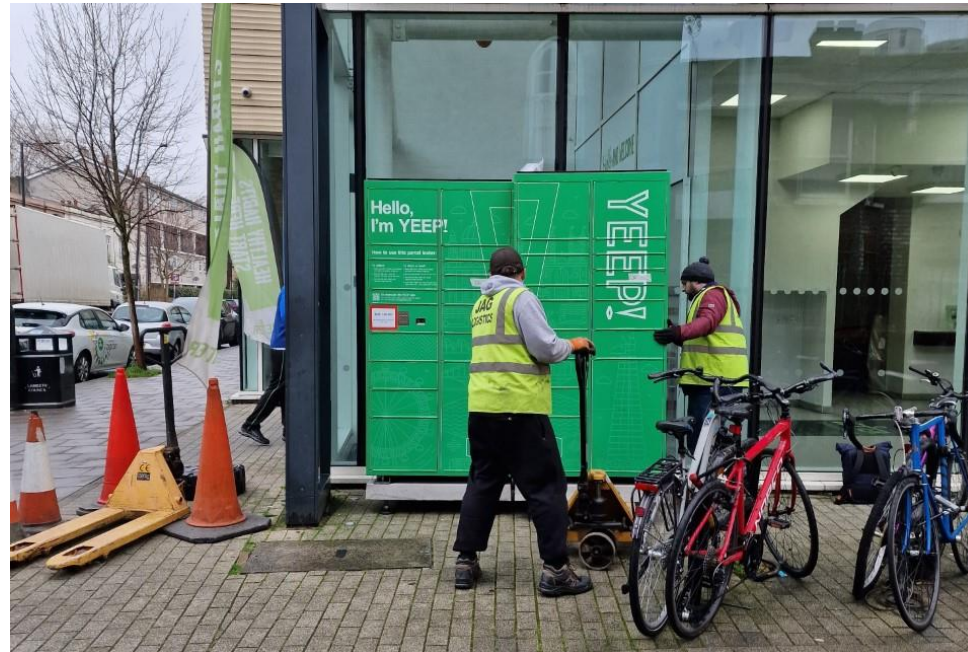




# Benefits for YOU

- ✓ **No capital expenditure** or upfront investment
- ✓ **No maintenance** or asset management burden
- ✓ **Generate income** year on year with minimal resource
- ✓ **Support Net Zero 2030 Targets**
- ✓ **Future proofing** and being ahead of the curve

## Installing at Clapham Leisure Centre...



Lockers installed outside civic buildings such as **libraries, leisure and community centres** provide optimum convenience for your residents and local businesses and can be enabled within permitted development rules.

# Legal precedent & permitted development rules



## Installing lockers on council-owned property

**Direct government support:** In **March 2015** the Government published changes to planning legislation to '[boost the British High Street](#)' by supporting digital initiatives aimed at enabling shops to keep up with online competition. These General Permitted Development Orders enabled new '*click and collect*' facilities (i.e. lockers) to be installed on the **curtilage** of shops without planning permission.

**Permitted development safeguards:** These permitted development rules include safeguards, such as requiring 'prior approval' from the local council to ensure that appropriate development takes place in suitable locations, although it is less onerous than a full planning application. In the case of parcel lockers, Councils have the power to decide **whether or not** prior approval is required. (See [The Town and Country Planning \(General Permitted Development\) \(England\) Order 2015 - Schedule 2, PART 7 Non-domestic extensions, alterations etc, Class C](#))

**Relevant section of General Permitted Development Order:** The Town and Country Planning (General Permitted Development) Order 1995, Part 12, Development by Local Authorities, Class A

- **A. Permitted development**
- The erection or construction and the maintenance, improvement or other alteration by a local authority or by an urban development corporation of—
- (a) any small ancillary building, works or equipment **on land belonging to or maintained by them required for the purposes of any function exercised by them** on that land otherwise than as statutory undertakers;
- (b) lamp standards, information kiosks, passenger shelters, public shelters and seats, telephone boxes, fire alarms, public drinking fountains, horse troughs, refuse bins or baskets, barriers for the control of people waiting to enter public service vehicles, **and similar structures or works required in connection with the operation of any public service administered by them.**
- A.1 Interpretation of Class A
- The reference in Class A to any **small ancillary building, works or equipment** is a reference to any ancillary building, works or equipment **not exceeding 4 metres in height or 200 cubic metres in capacity.**

# Highways Authority



## Installing lockers on council-maintained public highway

### Highways Act 1980

#### Section 185, Power to install refuse or storage bins in streets:

Subject to the provisions of this section, a competent authority may provide and maintain in or under a street orderly bins or other receptacles, of such dimensions and in such positions as the authority may determine, for the collection and temporary deposit of street refuse and waste paper, or the storage of sand, grit or other materials.

Issue 1 year Highways Licence – subject to approval and payment of annual licence fee.



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**IMPORTANT:** For the purposes of both the planning guidance outlined above and section 185 of the Highways Act 1980 it is important to ensure that lockers are installed *‘on behalf of the Council’*, as the legislation confers powers on the highways authority to install, not the locker supplier.

**‘Contract for the Provision of Locker Services’** – we are contracted suppliers of locker services to our local authority partners (concession style contract).

**CCS (Crown Commercial Service) Agreement - Income Generation from Estates, Assets and IP – (see [RM6350](#))**

1. Vending and automated self-service category. YEEP! will be a registered supplier under the CCS dynamic purchasing system.



## Chelsea Harbour Sustainable Deliveries Hub

Encouraging low emission deliveries



Picture credit: CRP

The Chelsea Harbour Sustainable Deliveries Hub is located on the Chelsea Harbour Estate in London Borough of Hammersmith and Fulham (LBHF). The hub is made up of two cargo bike delivery bays as well as a "Yeep!" parcel locker. CRP worked with LBHF and the Chelsea Harbour Estate to deliver the hub, which aims to encourage low emission deliveries to residents as well as the surrounding area.

The Chelsea Harbour Sustainable Deliveries Hub is also supporting potential river freight opportunities! The hub is in close proximity to Chelsea Harbour Pier, which has been identified as a good opportunity for river freight services. As a result, the hub is well located to support any potential river freight operations that could use Chelsea Harbour Pier in the future.

### Installing the Hub

# Positive public messaging... working towards 2030 Net Zero

# YEEP!

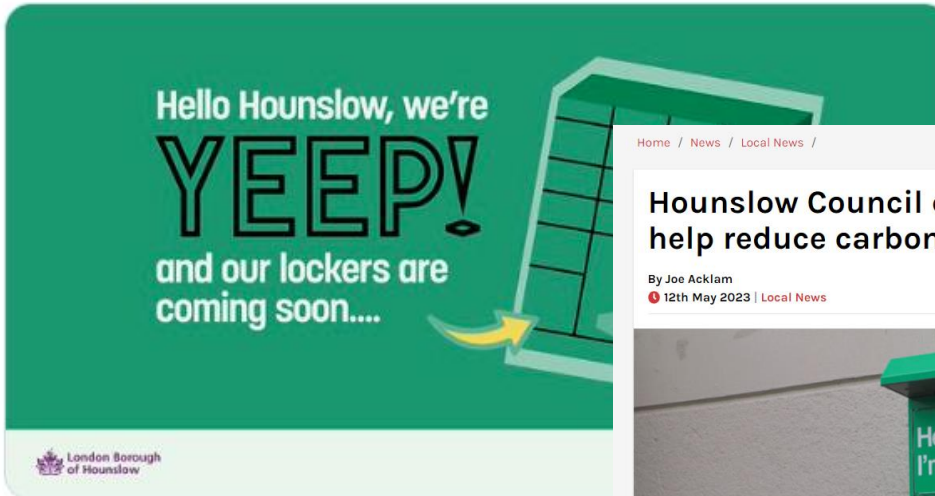
← Tweet

@LBofHounslow

Introducing YEEP! Lockers: coming soon to #Hounslow 📦

Send & receive parcels near where you live and work, and at the same time help reduce carbon emissions and delivery vehicle miles.

Find out more about the many benefits of out-of-home delivery: 📌  
[hounslow.gov.uk/news/article/2...](https://hounslow.gov.uk/news/article/2...)



Home / News / Local News /

## Hounslow Council encourages use of delivery lockers to help reduce carbon emissions

By Joe Acklam  
12th May 2023 | Local News



# Key Partners



Lambeth



# YEEP!

kern



FedEx

amazon

YODEL

ebay

Parcel2GO.com

wish LOCAL

# In summary...

## 1. Why bother?

Good for the environment, good for your residents, good for income.

## 2. Will you have a choice?

Yes, but deliveries to your door will become less frequent and more expensive.

## 3. Where and how?

Only YEAP! lockers can go anywhere, and legal precedent exists to support their installation.



...the future.

**Any questions?**

