



Insourcing Public Contracts

Rebuilding Capacity

**Rebuilding the capacity to deliver responsive and flexible services
through a culture of insourcing by default.**

Andrew Uprichard, APSE Associate
Fiona Sutton-Wilson, Head of APSE Training
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Course Brochure

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Course Overview

Are you hindered by inflexible, long-term contracts?

Is your local public pound being spent on private sector providers who are owned by multi-national corporations? Is commercial revenue, from paid-for public services being reinvested in your local community or is it leaking out of the area and/or country?

For many years it was assumed public services could be delivered more effectively and more cheaply by mimicking market mechanisms. What is now clear is that the over-simplification of public service delivery into commodified units, capable of being delivered by the market, has led to increasing market failure.

APSE's research [Rebuilding capacity: a case for insourcing contracts](#), explores the growing phenomenon of 'Insourcing'; bringing back services to deliver them 'in-house'. The research finds that insourcing is not a passive reaction to contract failures but is increasingly viewed as a proactive response to the public policy pressures facing local councils, not least the ongoing impact of austerity.

An increasing number of positive case studies show that insourcing is good for the local economy, pride in the place and great for workforce satisfaction, in addition to the holy grail of delivering flexible, responsive services which are fit for purpose in a dynamic environment.

This course is based on APSE's research and policy position. A "must attend" course for those looking at alternatives to the limitations and hidden costs of contracted services.,

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Who should attend?

Anyone responsible for reviewing and contracting services, workforce development and market position statements, including senior leaders, budget holders, commissioning managers, and service development leads.

Elected members may also find this course to be of value in setting out the rationale for insourcing, understanding the cost benefit analysis and establishing a leadership culture of insourcing by default.

Learning Outcomes

1. Critically appraise insourcing as a viable option: what is the cost/benefit of insourcing against other options
2. Consider the capacity and capabilities required for insourcing: what skills and resources will you need to deliver the service?
3. Evaluate sustainable and inclusive solutions to service provision: how can you ensure services help the council to achieve ambitions overall for the long term.
4. Devise solutions to create responsive modern services: build a case for insourcing with a deeper dive into the capability (skills and knowledge) you will need to manage service delivery over and above contract management.
5. Develop an outline plan for insourcing: Why? What? Where? When? Who? And How?

Course Programme

For further information, please contact training@apse.org.uk

Part 1

09:15 - 09:30	REGISTRATION (and Tech Check)
09:30 - 10:45	UNIT 1: What is insourcing? <ul style="list-style-type: none"><input type="checkbox"/> Outsourcing: a history of market failure<input type="checkbox"/> Insourcing: a definition, overview, and principles<input type="checkbox"/> Where are we now? What are the challenges?
10:45 - 11:00	COMFORT BREAK
11:00 - 12:15	UNIT 2: Overcoming the barriers to insourcing. <ul style="list-style-type: none"><input type="checkbox"/> Cost/efficiency issues<input type="checkbox"/> Performance, quality & flexibility issues<input type="checkbox"/> Employment/justice issues
12:15 - 12:30	PLENARY

Part 2

09:15 - 09:30	REGISTRATION (and Tech Check)
09:30 - 10:45	UNIT 3: Building the case for insourcing. <ul style="list-style-type: none"><input type="checkbox"/> Drivers for insourcing - why and what?<input type="checkbox"/> Democratic oversight and accountability<input type="checkbox"/> Local economics, local markets and reducing Risk
10:45 - 11:00	COMFORT BREAK
11:00 - 12:15	UNIT 4: A pragmatic approach to insourcing. <ul style="list-style-type: none"><input type="checkbox"/> Options appraisal: Where? When? and How?<input type="checkbox"/> Building capacity - what skills do you need? Who and what?<input type="checkbox"/> Considering next steps and developing your action plan: a practical guide
12:15 - 12:30	PLENARY, FEEDBACK AND CLOSE

Trainer Profile

Andrew Uprichard, APSE Associate

Andrew has specialised in advising the Public Sector since 1990 and was a partner at national law firms for over fifteen years. He has worked closely with APSE for over ten years and is a contributor to its publications and a regular speaker at APSE seminars for local authorities across England, Wales and Northern Ireland.

He has developed expert insight into the various constraints imposed by legislation on local authorities. His knowledge has been gained by working with clients on complex and innovative projects across sectors including leisure and culture, emergency services, charities, education, joint ventures and strategic partnerships.

During that time, he has advised on several groundbreaking, high-profile, public-sector projects, including McAlpine Stadium in Huddersfield, Kirklees Schools PFI and The Hepworth, Wakefield to name a few. His experience includes: Accommodation projects; Governance reviews; Regeneration projects; and Service reviews/restructuring.

As well as advising local authorities and other public sector organisations, Andrew has significant experience of issues from within local government. He was an elected member of High Peak Borough Council from 1991 to 2003 and was its Deputy Leader from 1995 to 2002.

Fiona Sutton-Wilson, Head of APSE Training

Fiona has worked in the local government space for more than 30 years. Starting her career, on the frontline in youth and community services in 1992, Fiona has a track record in rising to the challenge of service development and improvement with a career in democratic renewal, teaching, learning disability and autism commissioning and sub-regional programme management.

With significant experience in managing projects, programmes, and services across a broad range of local government settings; and developing partnerships across the

public, private and voluntary sectors, Fiona is passionate about delivering outstanding services which make a difference in local communities.

Fiona moved to APSE, as the Head of APSE Training, in 2019, where she leads APSE's learning and development arm, overseeing a team of core staff and Associate trainers who provide inspiring opportunities to build local government capacity and capability, nurture talent and enable professional growth.

Fiona is a Chartered Fellow of the CIPD, is Prince2 and MSP certified, has a Post-graduate Diploma in Business Administration (DMS), is a qualified teacher (QTS) with a PGCE in Secondary Education and is a Carbon Literacy Facilitator.

What do participants have to say about APSE's training?

"Well explained and easy to understand."

"It enhances your understanding and removes assumption."

"It's very engaging and interesting. And all questions are encouraged and answered."

"Very informative, delivered in an engaging way."

"Attention was engaged throughout the course. Relative and informative."

"It is a very knowledgeable course and every point explained thoroughly and the slides were very well presented and didn't include too much information."

Book your place on an Open course [HERE](#)










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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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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 Caldwell](#)

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