



APSE Scotland commercialisation seminar  
Friday 15 April 2016, Hilton Hotel Glasgow

# Balancing the books

Local council income generation, trading and investment



# Seminar programme

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9.30 Registration and coffee

10.00 **Session 1: Income and investments**

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**A strategy for income generation**

- Mind the gap! The budget position for Scotland's councils
- Meeting your statutory and non-statutory service needs
- Why an income generation strategy does make a difference

**Speaker:** Paul O'Brien, APSE Chief Executive

**Using your legal powers for income generation**

- Busting the myth about the need for a trading company
- 10 things you can do using your charging powers
- Taking a risk but acting with due diligence?

**Speaker:** Jackie McGuire, Partner, Brodies LLP

Panel question and answer session

11.00 Tea/coffee break

11.30 **Session 2: Trade? Charge? Invest?**

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**Winning tenders and securing future business**

- Commercial success in a contract lead environment
- The view as client and as contractor
- Top tips for tendering for new work

**Speaker:** Ken Campbell, Facilities Manager, North-Ayrshire Council

**Income from charging and third party sources**

- Fees and charges: Have you gone back to basics?
- Bidding for external contracts
- Using your community assets to deliver on the big policy challenges
- Future Partnership working – Shared arrangements to climb the ladder of success

**Speaker:** Ronnie Dempster, Head of Enterprising Services, Dumfries and Galloway

**Generating Green Income: Fife's Renewables Innovation Centre**

- Creating a renewables hub
- Gaining investment income
- Supporting local economic growth

**Speaker:** Barbara Whiting, Renewables Lead Officer, Fife Council

Panel question and answer session

1.00 Networking lunch

1.45 **Session 3: Workshops**

Delegates will be able to attend one of the following interactive workshops

**Workshop one:**

**The different delivery models for income generation**

- Simple charging strategies
- Trading companies – are they needed?
- Coops, mutuals and community interest companies – the pitfalls!
- Public procurement rules and the Teckal exemption
- Preparing for income generation

**Facilitated by Mo Baines, Head of Communication and Coordination**

**Workshop two:**

**Reviewing your service to support a new culture of commercial income**

- Making effective use of service data
- Knowing the types of demands and where the pressure points are in your service
- Reviewing a service through the prism of demand management
- Increasing productivity to bring capacity for income generation

**Facilitated by Mel Henley, APSE Associate and former head of street scene services Chesterfield**

3.15 Seminar close and departure

## About the seminar

As budgets are squeezed do we continue to salami slice our services or seek new sources of income to help balance the books? This seminar will explore the legal and accountancy framework for income generation, charging and trading models and new models of investment led income generation.

We will also explore practical and operational issues looking at exemplar case study councils and wholly owned companies, which showcase income generation through frontline service delivery in housing, streetscene, parks and public realm and environmental services.

## Workshops

The seminar will end with two informative workshops with delegates having the option to attend one of the workshops. The first workshop will explore the different models of service delivery for income generation and the second workshop will look at how you can plan to trade or charge in your service area and review your service with a view to maximising income generation possibilities.

## Who should attend?

This seminar is a must attend development opportunity for senior management teams providing both high level policy debate and management techniques as well as case study operational examples which will be in valuable to:-

- Chief executives and senior leadership teams
- Directors and Heads of Service in all frontline areas
- Service transformation and performance management teams
- Elected members and cabinet leads for frontline service areas, transformation, corporate finance and resources
- Trade unions

Reserve your place now by completing the booking form and faxing it or emailing to Vicky Starmer at APSE on 0161 772 1811 or [vstarmer@apse.org.uk](mailto:vstarmer@apse.org.uk)

## The Venue

### Hilton Glasgow

1 William St  
Glasgow  
G3 8HT

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# Booking form

**APSE one day seminar: Scotland commercialisation seminar, 15 April 2016**

Office Use

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DB:.....

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main contact name: \_\_\_\_\_ authority: \_\_\_\_\_

address: \_\_\_\_\_

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\_\_\_\_\_

post code: \_\_\_\_\_

telephone: \_\_\_\_\_ fax: \_\_\_\_\_ email: \_\_\_\_\_

Please detail here any special dietary/access requirements for the delegates listed below:

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**APSE issues a written confirmation for all delegate bookings received. If you have not received your confirmation letter within 5 working days of sending your booking form, then please contact APSE on 0161 772 1810.**

## Payment information

What's included: The delegate place covers attendance, delegate documentation, lunch and light refreshments. Please note that hotel accommodation and travel costs are not included. A list of recommended hotels in the area is available on request.

**APSE members delegate fee:-** £169 + VAT

**Non-members delegate fee:-** £249 + VAT

**Commercial organisation:-** £360 + VAT

**Please indicate preferred method of payment (tick):-**

VAT registration number 519 286 915

- Please find enclosed cheque (made payable to APSE)
- Please invoice me

**CANCELLATION & REFUND POLICY:** Reservation is a contract. Substitution of delegates is acceptable any time in writing by post, email to [vstarmer@apse.org.uk](mailto:vstarmer@apse.org.uk) or fax to 0161 772 1811. Cancellations must be made in writing at least 10 working days before the event, and will incur a 20% administration fee. In the unlikely event of cancellation by the organisers, liability will be restricted to the refund of fees paid. The organisers reserve the right to make changes to the programme, speakers or venue should this become necessary.

Delegate name	Delegate position	Delegate email

Please return completed form to Laura McNab, APSE, 2nd floor Washbrook House, Lancastrian Office Centre, Talbot Road, Old Trafford, Manchester M32 0FP

or fax direct to: 0161 772 1811 Telephone: 0161 772 1810 - E-mail: [vstarmer@apse.org.uk](mailto:vstarmer@apse.org.uk)