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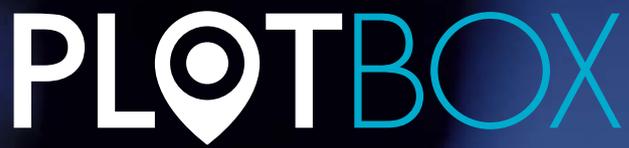
# Bystanders or innovators?

How local authorities can use place-making to drive the green recovery

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# Editorial



Paul O'Brien  
Chief Executive,  
APSE

## Are we nearly there yet?

Are we nearly there yet?

Well, I think that is the question many of us are asking! The success of the vaccine rollout programme across the UK, advances in treatments, and our understanding of the virus give hope that we are nearing the end of the pandemic. Whilst we all accept that COVID is probably here to stay, as we move out of the pandemic response situation, to managing the virus in public health terms, our focus will naturally turn to what the recovery may look like.

COVID has exposed existing inequalities in health and local economies, it has shone a light on the paucity of housing, and accelerated calls for a greener and fairer future. Our latest research with the TCPA is therefore timely in exploring the role of local authorities in post-COVID place making; this is not just about aesthetics but deep-seated interventions in local areas, where the health and wellbeing of local people, local places and the local environment are paramount.

In our research we call for reform of the planning system which puts local councils in the driving seat.

They know best what local areas need, and they can work collaboratively with local people, businesses and anchor institutions to shape and drive better outcomes. Yet over the past decade planning has been systematically dismantled, taking powers away from local councils and removing the ability for local councillors to intervene proactively to respond to the needs and concerns of local residents.

Too often developments, which work against the health and wellbeing of local people are simply permitted, with councils relegated to the role of silent observers. In our research we call for powers to be placed back within councils, and for planning to be properly resourced and treated as the professional service it is. If we are to place local people, and local economies, at the heart of our recovery from this dreadful pandemic, then councils need the powers to ensure we build back better and build back greener. For this they will need to be innovators not bystanders.

You can read more about the APSE and TCPA research 'Bystanders or Innovators' on page 5 of this edition of APSE Direct.

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# **Bystanders or Innovators: How local authorities can use place making to drive the green recovery**

APSE Direct explores new research commissioned by APSE and written and researched by the TCPA with Paul O'Brien and Daniel Slade sharing their views.

New research published by APSE, and researched by the TCPA, has called for a national enabling strategy to place local government at the heart of a post-pandemic recovery, suggesting that its role in place making will be the core driver to a green recovery.

The report suggests that national economic success cannot be achieved unless this is rooted in more local actions, driving decision making in towns and cities across the UK; particularly as a multiplicity of public policy crises including housing need, climate change and COVID-recovery combine to demand a more interventionist role for local councils in shaping local places.

However just as the role of place making becomes ever more vital within local government, the research finds that councils are being thwarted by years of planning deregulation, lacking the powers and resources to control developments in their local areas. Many would argue that in planning terms the local council has become the proverbial guard dog without teeth.

Across the UK local planning services are critical to shaping places. Our research recognises that there are differences in approaches but, arguably, greater powers to intervene in the interests of local areas exist in Scotland and to an extent in Wales. Whilst under-resourcing may be seen as a UK wide problem, England is nevertheless distinct by its unenviable position of having seen a much steeper decline in both funding and powers. This has stymied efforts in England to ensure that developments support the local vision for an area, working for local people, the local economy and businesses, rather than against them. The expansion of Permitted Development Rights, and the slum housing it has produced, are perhaps the most vivid manifestations of this crisis in power and resources.

The situation is about to get much worse. With the expansion of 'Class E' use class on 1 August 2021, coupled with the new permitted development rights, the scope of new developments which can be carried out without planning permission is significantly extended. This means that, local authorities in England will have less power over their built environments than they have had since the creation of the planning system. Just at the point of needing a clear strategy and action plan for a green post-COVID recovery, council powers have been felled by central government.

This frustration at the planning reforms and the general trend toward deregulation is felt across all councils but perhaps most acutely in England, where increasing centralisation and deregulation has continued apace. For several years, APSE-TCPA surveys have highlighted the impacts of a less well understood crisis, which has been quietly



**“If we are to believe commitments to 'build back better' or 'build back greener' we need to recognise that local councils are fundamental to driving that agenda. This means reinstating their powers and ability to realise a new vision for local areas; one which enhances the local economy, proactively works for a green recovery and enables those developments which will create quality homes.”**

undermining many local authorities' efforts to plan effectively during business-as-usual conditions, let alone as part of a green recovery for an unprecedented pandemic. It is now a crisis of governance and of capacity across the UK.

Speaking about the report APSE Chief Executive Paul O'Brien said "This governance crisis, which undermines the local council role in place making, is entirely avoidable. Indeed, funding choices in recent years, coupled with weakening local planning in England, have been proactive choices of the Government for more than a decade.

"If we are to believe commitments to 'build back better' or 'build back greener' we need to recognise that local councils are fundamental to driving that agenda. This means reinstating their powers and ability to realise a new vision for local areas; one which enhances the local economy, proactively works for a green recovery and enables those developments which will create quality homes, supported by good local infrastructure, including urban greenspace and public transport."

Mr O'Brien's calls for a shift in local planning reflects the more proactive role of local councils in the post-war era, where local government had a generally interventionist role, building thousands of homes and directly investing in infrastructure and the built environment. Then, as its power to directly intervene in development was diminished by successive governments, it came to rely on its regulatory powers to control the quality of new private sector development. Now much of this regulatory power has also been stripped away. However, like the post-war period the era of COVID-recovery throws up similar challenges; a need for new homes; helping businesses develop in local areas and helping to create sustainable and healthy communities.

Dr Daniel Slade, lead author of the report, explained this further, "Councils are at something of a crossroad on this. They can either accept the status quo, which means being part of an increasingly passive local public sector, reliant on limited private investment and focused on using the limited regulatory powers at its disposal or they can seize the initiative by being more directly involved in shaping the future of their places and communities. Just as they did in the post-war era, now could be the time where councils make the seismic differences at a local level."

The report also reflects that governments across the UK may choose a different path. In England, criticism of the direction of travel on planning policy has been met with something of a defensive response. So, in the absence of a fundamental change of direction what is being called for? Well certainly the report is a rallying cry to councils to act as innovators rather than passive bystanders; reflecting their unique and democratic role in place shaping and acting as stewards of the local economy, this includes steering local anchor institutions to play their part in creating better places. It also makes a series of recommendations which are as follows:-

## **Report recommendations**

### **Recommendation 1: An enabling national strategy**

A clear national strategy and vision on the objectives of post-pandemic recovery and the role to be played by local government is a vital foundation for local action.

### **Recommendation 2: Support for innovation**

National governments have an extremely important role to play in supporting information sharing and technical support amongst local authorities.

### **Recommendation 3: Support for skills**

If local authorities are key to the post-pandemic recovery, then national governments must see funding skills and capacity building as equal to 'hard' infrastructure investment.

### **Recommendation 4: A moratorium on centralising local powers in England**

Despite strong concerns from local government in England, a range of place making powers continue to be centralised - something most evident in the expansion of permitted development rights. This national shift to the centre has significantly weakened the capacity of local authorities to deliver the positive innovation highlighted in this report. Government should restore the powers it has removed or at least signal a moratorium on further power being removed.

### **Recommendation 5: Encouraging the corporate social responsibility of anchor institutions**

Some aspects of enabling local action sit with local anchor institutions like the NHS or universities. At present, their engagement in local transformation is patchy despite their power to support transformation.

The report also draws on examples of innovative actions from different authorities as diverse as Cornwall, North Ayrshire Council and Birmingham. It also explores a UK wide dynamic with a look at how Wales, using its Future Generations Act, has leveraged frameworks to drive and harness local innovation rather than hinder them.

In summary the report suggests that an approach to place shaping can achieve a sustainable green recovery, but to truly achieve this councils need to be at the heart of this approach. Neither acting as bystanders or being typecast in that role by central administrations.

- *Paul O'Brien is Chief Executive of the Association for Public Service Excellence.*

*Dr Daniel Slade is Policy and Projects Manager at the TCPA and lead author of 'Bystanders or Innovators: How local authorities can use place making to drive the green recovery.'*

*The report can be downloaded from the [APSE website](#) from Monday 12 July after its parliamentary launch with Ruth Cadbury MP and Baroness Thornhill.*





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# Tackling Inequalities: The Salford Way



As Salford looks to the future and the COVID recovery, Paul Dennett, Salford City Mayor, outlines why tackling entrenched structural

inequalities will be at the heart of everything the Council does.

**“It’s a bold and ambitious blueprint that seeks not just recovery from the pandemic, but a radical overhaul of the injustices present in our society led by an interventionist, empowered local council and equal, fair and thriving local communities.”**

Tackling Inequalities.

The Salford Way.

Local economies are posed with challenges of an unprecedented scale. The COVID-19 pandemic has both exacerbated deeply entrenched inequalities and exposed the need for genuine economic and societal change.

When I was first elected Salford Mayor in 2016, I set out a policy platform to create a fairer and better Salford through a huge programme of local authority-led investment, insourcing and new municipalism, which I have come to term ‘Sensible Socialism’ – or The Salford Way.

As a city council we have invested millions of pounds into our local economy, green spaces, infrastructure, social housing and cultural and heritage assets over the past decade. The best known of which laid the foundations for MediaCityUK, now home to the country’s second-largest hub for digital, media and creative enterprises outside London.

As Salford looks to the future and recovery, inclusivity and tackling entrenched structural inequalities must be at the heart of everything we do as we seek to build a fairer, greener and healthier Salford for all.

This is why I was proud to announce earlier this year the next phase of our economic and social transformation. The Salford Way marks a turning point in our approach to sustainable economic development in the city and sets out a bold five-point plan to:

- Build greater local community wealth - stepping up our efforts to re-direct public procurement spend back into the local economy and drive forward improvements in social value standards, making sure that public contracts are only awarded to businesses who can display progress on developing local supply chains, good terms and conditions for staff, and a small carbon footprint
- Grow the social economy - promoting greater diversity of business ownership, from co-operatives and mutuals to employee ownership, we want to create a rich ecosystem of alternative economic models to support residents to benefit from local wealth generation.
- Accelerate transition to a zero-carbon economy by delivering the new green jobs and industries of the future and investing in clean, renewable energy and transport improvements. Building on the great work already happening which has seen Salford recognised as the North West’s greenest council by Friends of the Earth.
- Identify opportunities for further insourcing, which has already begun to happen locally when Urban Vision (responsible for road maintenance, highways, and building control) was recently brought back into local authority control. And I’m pleased to announce we will be working directly with APSE on how we can put this into practice.
- Strengthen our local democracy, focused on opening opportunities for greater citizen participation in our economy, in our public spaces, and in our institutions such as through our new Crowdfunding initiative working with CrowdfunderUK.

It’s a bold and ambitious blueprint that seeks not just recovery from the pandemic, but a radical overhaul of the injustices present in our society led by an interventionist, empowered local council and equal, fair and thriving local communities.

Salford has a proud history of resilience and pioneering progressive change. And this work harnesses the city’s roots in the co-operative movement, which has already seen Salford become the Northwest’s first Social Enterprise City and more recently, the first city in England to commit to becoming a Real Living Wage City.

It’s now time to look to the future and the Salford Way is our plan for how we can create community wealth from within and retain it in the city, tackle poverty and economic disparity, improve population health and support each other to create a more prosperous Salford for all.

- [To find out more about the Salford Way click here](#)

# West Midlands Pension Fund joins 'national conversation' on retirement planning

West Midlands Pension Fund is helping to spearhead an initiative that's starting a 'national conversation' about retirement planning.

WMPF, which is one of the UK's largest pension funds, is among six organisations to become the first Friends of the Retirement Living Standards alongside major firms including Legal & General and Standard Life. It's also the first of 87 Funds within the Local Government Pension Scheme to be involved.

The Retirement Living Standards scheme is run by industry body the Pensions and Lifetime Savings Association (PLSA) with the aim of creating 'a common language to help the UK engage with retirement saving'.

By becoming a Friend, WMPF is contributing to nationally important research by Loughborough University's Centre for Research in Social Policy, which continues to shape and refine the Standards.

It builds on WMPF's leading edge work to ensure that its 330,000+ members across more than 700 employers – including local authorities and schools – understand how to achieve the lifestyle they want in retirement.

For example, the Fund has been running a campaign targeted at raising awareness among over-55s. It's complemented by a pre-retirement toolkit offering members a comprehensive guide and a number of tools designed to help members get a clear picture of where they stand.

WMPF has been highly successful in encouraging members to 'take control of your retirement by using the Fund's Pensions Portal. A survey in 2020 revealed some 56% of members had signed up for the Portal.

Simon Taylor, Assistant Director (Pensions) at WMPF, said: "At the West Midlands Pension Fund we recognise the importance of comprehensive retirement planning for members and this has formed an integral part of our member service delivery, with increased prominence over recent times.

"As such, I'm really pleased that we've been able to link-in with PLSA on promoting Retirement Living Standards, which will serve to raise awareness and complement the work we undertake in this space."

Launched in 2020, the Retirement Living Standards are fast becoming an industry benchmark in pension scheme communications.

They set out three different levels of retirement lifestyles – minimum, moderate and comfortable – based on a basket of goods and services that are monitored and updated by researchers.

The Standards have so far been adopted by 53 organisations covering more than 14.4 million savers. They are also increasingly used by policy bodies, think tanks and even Government bodies when considering pensions adequacy.

The PLSA hopes 'the Standards will one day become a rule of thumb for retirement planning – a common language to help the UK engage with retirement saving'.



West Midlands Pension Fund

## New APSE Approved Partners:



Evans Vanodine has been developing and manufacturing consistent, efficient and cost-effective cleaning and hygiene products for over 100 years. Established in 1919 by William Charles Evans in Salford, the company, which is still owned and run by the Evans family, has grown from one small laboratory and an office to become a world leader in the industrial, food process and animal health sectors.

"The Evans Vanodine team is delighted with our status as an APSE Approved Partner," said Nicky Biggart, UK and European Sales Manager at Evans Vanodine. "The pandemic has brought into sharp relief just how important clean, safe and sanitised environments are to the functioning of our local authority frontline services; services that play a key role in keeping the wider economy moving. We are thrilled to be partnered with APSE – the foremost specialist in local authority frontline services – and very much look forward to sharing our market-leading products and industry expertise with local councils as they strive for a cleaner and greener UK."

Its products are currently sold in over 85 countries worldwide and cover an extensive range of applications. They help kill pathogenic diseases in healthcare settings, keep farms where our food comes from and the restaurants that serve it, safe and hygienic. Evans Vanodine are one of very few companies to offer hygiene security from the farm to the fork.

Speaking of the partnership, Paul O'Brien, APSE Chief Executive said, "Evans Vanodine delivered an excellent presentation at one of our Soft Facilities Management Seminars earlier this year, so I have seen first-hand just how dedicated they are to minimising the impact of cleaning products on our environment. They are undoubtedly a great addition to the APSE family and will bring enormous benefits to our membership."

For more information about our new Approved Partner and how they can help improve your frontline service, please [click on the link here](#).

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# Cornwall's Pop-Up sites



Offering commercial opportunities from beautiful beaches to well trodden trails, the Pop-Up project has generated over £150K additional income for the Council. Kay Roberts, Public Open Space Officer at Cornwall Council, sheds light on this highly innovative and impactful scheme.

Cornwall has a dynamic range of beautiful locations such as beaches, harbours, woods, car parks and promenades under council ownership. After rising requests from the general public and a council drive to optimise underutilised assets, in 2016 the Council started investigating the idea of Pop-Up sites. Thorough investigation was conducted on multiple sites, ensuring they were suitable and worthwhile for tender. During development, close interdepartmental working with car parks was essential, as was maritime input, in order to provide the widest selection of sites possible for our potential entrepreneurs.

Pop-Up sites are mobile businesses which can utilise Council land during the daytime. We stipulate that only footprints are left, so nothing is left on the sites overnight. The majority of the businesses have been converted horseboxes and food trucks, although we have had tenders from people planning to use tuk tuks, rickshaws, bicycles, London buses and everything in between.

A vigorous tendering process was established for the first set of applicants in 2016. Relevant stakeholders (Cornwall Councillors, Town and Parish Councils and Community Link Officers) were consulted during the process, providing invaluable feedback regarding the sites. A tendering pack was created, which included a tender application form, draft licence and information sheet for the prospective pop-ups. The tenders were advertised through the Council website as well as social media outlets, email mailing lists and word of mouth. Due diligence is conducted on each successful application, checking risk assessment, method statements, public liability insurance (£5m) and necessary qualifications. Each year, with new sites being added and existing ones coming up for renewal, the tendering process has evolved and become more streamlined and effective.

The scoring of the tenders is split between 40% income and 60% quality to ensure we have businesses of high quality and suitability. The 60% was split into the following sections: Experience 5%, Business Set Up 15%, Sustainability 20% and Promotion and Protection of Environment 20%. The high scoring of sustainability and environment has been key for the projects supporting the wider community, running beach cleans and charity events, whilst promoting and protecting the environment. Higher marks are awarded for initiatives such as plastic-free, green energy on site, use of local produce, and re-use of waste, such as used coffee beans as fertilizer for local

gardens. The innovative tendering process has meant that although the highest bidder may not necessarily win, the most appropriate business is chosen through the rigorous scoring process.

Every year following awarding of the tenders we can reflect and discuss what we have learnt for the next year. One of the main lessons being financial fees are now requested up front due to issues in the first few years where split invoicing was used. This has had the beneficial effect of simplifying invoicing and administration, as well as ensuring applications are serious. Over the years we have had much invaluable feedback, both positive and negative regarding the Pop-Ups. Complainants have been dealt with sensitively and feedback has been vital in designing future tenders.

Since inception, the Pop-Up project has generated over £150K additional income for the Council from land which was previously under-utilised. During this time, we have also experienced the effects of the global COVID-19 pandemic which has affected all walks of life. We have supported our Pop-Ups with reductions in annual rent to cover times the traders could not trade owing to lockdown restrictions. One of our most successful businesses has been the Hungry Horse Box at Gwithian. They have been with the venture from the beginning, have really established themselves as part of the community and have a thriving business.

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**Since inception, the Pop-Up project has generated over £150K additional income for the Council from land which was previously under-utilised.**

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We will continue to expand the scope of the Pop-Ups to include more diverse activities, such as family experiences, fitness classes, yoga, boot camps, personal training etc, on sites which are not suitable for vehicles. We are continually investigating new sites and opportunities on Council land to ensure that we continue to have diverse activities and successful, interesting, and innovative Pop-Ups.

- [Kay delivered a presentation on this topic at the APSE Southern Commercialisation, Income Generation and Trading Network Group Online Meeting on 17 June 2021. To get involved with the Network, click here](#)



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**G**o Plant Fleet Services and Omnia offer fully bespoke solutions tailored to the systems that different councils and waste management companies already have in place, rather than a one-size-fits-all approach. A feasibility study is carried out and then an 'over-arching' system is adapted, or built, to address the problem areas – taking a 'Control Tower' approach and making the most of existing systems in place.

One factor that Go Plant Fleet Services and Omnia are keen to address through their smart fleet solution is the long-term roll out and take up of electrified fleets, implementing technology is far easier than making sure it is used effectively and economically. As a result, they have centred their partnership around providing clients with ongoing support and advice, a managed service where required, so they can focus on getting the most from their investment.

Utilising their combined experience in the local authority and waste management sectors, Go Plant Fleet Services and Omnia offer a range of tailored service solutions including intelligent collections, fleet electrification, and managing driver compliance monitoring. Technology is tailored to your requirements based on future goals, the systems you have in place, company resources and the results of the feasibility study.

#### INTELLIGENT COLLECTIONS

Giving residents/trade waste customers the ability to make their own informed decisions around when their bins require collection, gathering this data and (within minutes) planning cost effective collections, reducing the number of runs, reducing fuel consumption and improving air quality.

# SMARTER FLEET MANAGEMENT

*Go Plant Fleet Services are working with Omnia Smart Technologies to bring an overall offering to councils and waste management companies focussing on intelligent collections, fleet electrification and managing of driver compliance monitoring.*

#### RFID WASTE MANAGEMENT

This system allows the operatives on the street to check if customers have paid for their garden waste collections or any waste collections going forward. It works simply when the bin is presented to RCV where it is logged as paid to empty, or unpaid.

Unlike the usual posting system for garden waste where a sticker is sent to each individual resident annually, the RFID chip is posted once every seven years and renewed automatically on payment, which represents an annual cost saving of tens of thousands of pounds in some cases. An added advantage to Councils is that

included in this offering can be the ability to measure air quality at a granular level which gives Councils the data they need to report to govt. as part of their duties under the Environmental Act 1995. The measurements will include No2, Co2, and So2

#### COMPLIANCE MANAGEMENT

To assist Councils with managing driver compliance we have developed a dashboard accessible via the Go Plant Fleet Services website which allows those councils who have subscribed to this service to access various online courses all of which are accredited. The system



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MARK GALLIMORE, DIRECTOR FLEET SERVICES





and keeps training and compliance records up to date for each member of the team and notifies management when training or compliance is overdue. The Compliance solution also enables companywide communication through newsletters and companywide broadcasts.

Another key feature of the solution is the ability to automate paper-based processes

such as Incident reporting, audit reports etc all available for review and sign-off through the platform.

**FLEET ELECTRIFICATION**

This will give Councils the ability to keep up with legislation and gather data concerning their existing fleets, potential future requirements and provide advice across the board on how to transition to

an electric fleet. This would include local infrastructure, potential vehicle costs, life cycles and numbers of vehicles over what period of time.

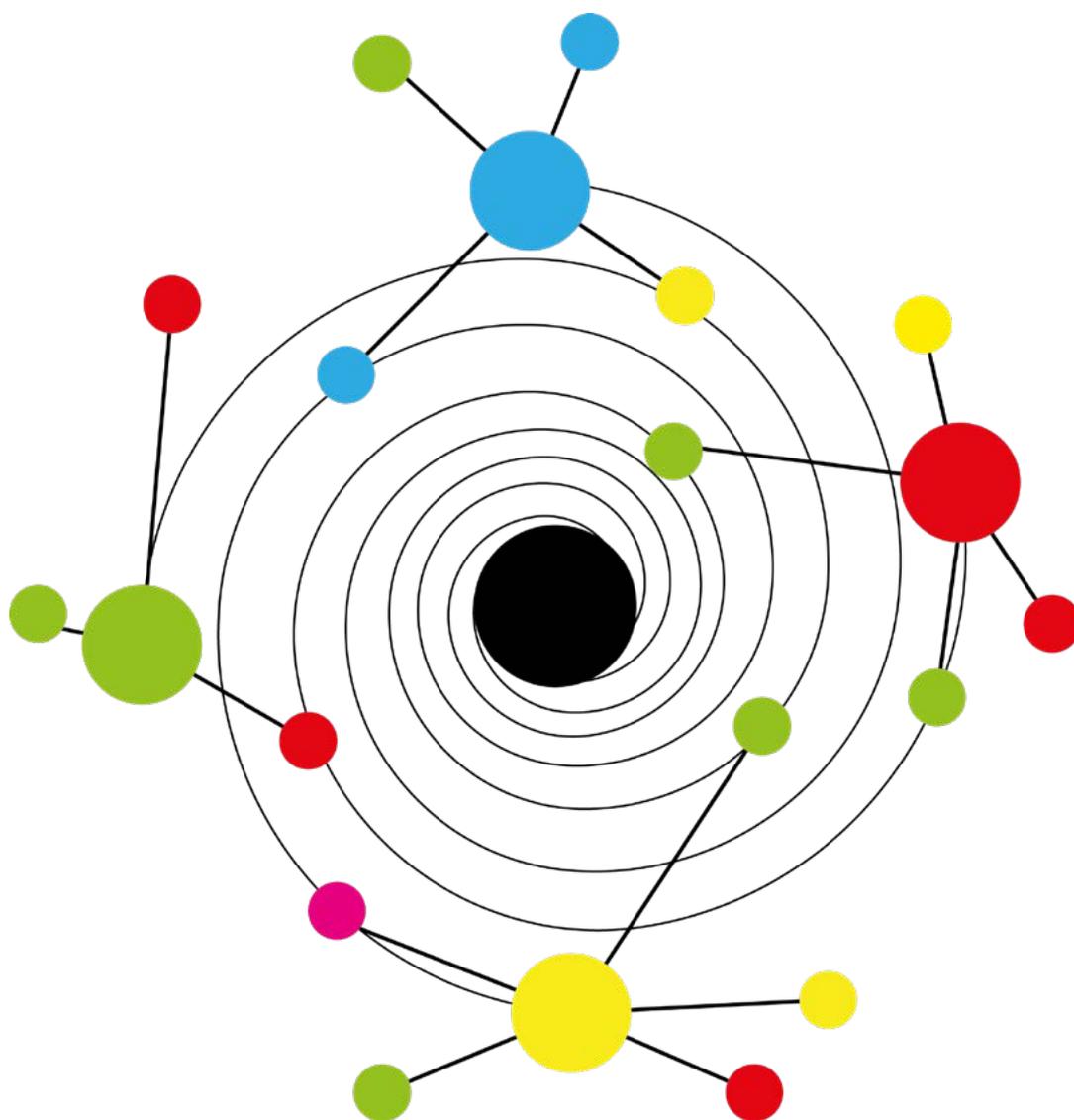
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LOCAL GOVERNMENT  
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# The APSE Local Government Commission 2030 final report

An independent inquiry into the future of local government



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# Livewell marks 10-year anniversary with '10 for 10' challenge



Derby City Council's Livewell service is celebrating its tenth anniversary by kickstarting a '10 for 10' challenge for Derby residents.

The healthy lifestyle scheme provides free support to adults and children for up to 12 months to help them lose weight, become more active, quit smoking and improve their health. It includes a specialist programme for people with learning disabilities and a partnership with Derby County Community Trust to deliver the Live IT programme for children and families.

The Derby 10 for 10 campaign encourages participants to walk, run, cycle or scoot 10 miles over 10 days between 21 and 29 June. Anyone interested can take part and share with Livewell on social media using #Derby10For10.

Focussing on long term behaviour change, Livewell combines one to one and group support with exercise sessions and educational courses to support people to better their health outcomes, particularly in areas of the city where healthy life expectancy is lower.

Livewell began as a weight loss pilot in 2011 called b-You. In 2013 it took over the city's smoking cessation service and introduced community-based NHS Health Checks under its current brand Livewell. Since its inception, the service has supported over 16,000 people in Derby to transform their lifestyles and in 2019 it received national recognition from the Association for Public Health Excellence (APSE) when it was awarded the UK's best Health and Wellbeing Initiative accolade.

In the last decade, Livewell has developed innovative partnerships with large and small businesses, University Hospitals Derby and Burton NHS Trust (UHBD), and the University of Derby to increase its income whilst supporting staff, students and patients to achieve public health outcomes.

Today, Livewell employs 20 staff, five of which have been with the project from the start including manager, Rob Smithers. More than 50 volunteers also help deliver vital services in local communities.

COVID-19 had a big impact, and Livewell quickly adapted so it could remain open. Obesity and smoking are already linked to a large number of health problems but they are also likely to increase the risk of dying from Coronavirus. Smoking also makes people more likely to catch the virus. It's little wonder that Livewell has experienced an increase in people seeking support in the last year.

Rob Smithers, Livewell Manager said, "We are very proud to celebrate this milestone that we are summarizing with the claim '10 years of changing lives in Derby.' Our team is passionate about making a positive difference to people's health and the service wouldn't be able to be successful without the support of GP practices, Derby County Community Trust and our colleagues in leisure. Making small changes can bring big health benefits, that's why we're encouraging everyone in Derby to give our manageable 10 for 10 challenge a try.

Councillor Roy Webb, Cabinet Member for Adults, Health and Housing said, "Livewell originally launched as b-You in 2011, and it's amazing to think of the impact it has had since. Ten years later, thousands of people have transformed their lives, health and wellbeing with the help of the service. I would encourage everyone in Derby to join them in marking the anniversary with the '10 for 10' challenge.

"I want to say a big thank you to Livewell for helping our city become healthier and happier over the past ten years. Here's to ten more."

Dr Robyn Dewis, Director of Public Health, Derby City Council, said, "Livewell has been supporting people to lead healthier lifestyles for a decade which is an outstanding achievement, and they have rightly received national recognition for it. I applaud the Livewell team for all their hard work. I also thank them for adapting so quickly during the COVID-19 pandemic in order to continue providing support safely to those at high risk of severe illness."

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**"Livewell began as a weight loss pilot in 2011 called b-You. Since its inception, the service has supported over 16,000 people in Derby to transform their lifestyles and in 2019 it received national recognition from the Association for Public Health Excellence (APSE) when it was awarded the UK's best Health and Wellbeing Initiative accolade."**

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Norman Todd, who lost 10 stone with the service, is now a volunteer for Livewell, "Livewell is one of Derby's gems. The difference they made to my health and wellbeing is second to none. With their support and encouragement, I was able to make significant lifestyle changes. My eating habits have improved for the long term, and I now routinely engage in physical activity. Whether it is walking, running, cycling, or just working out in the gym, I am always doing something. The benefits of being happier, healthier and fitter are definitely desirable. Congratulations to the fantastic Livewell team past and present, on achieving 10 years of successfully changing people's lives. •



## Derby City Council



**Starting salary £31,346 per annum**

**The post is graded (SCP 27 – 35) £31,346 to £38,890**

**Performance Related Pay up to £8,888 depending on performance**

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- Are you able to work independently, under pressure and meet performance targets?
  - Do you have experience and knowledge of the Local Government sector?
- Do you have knowledge and experience of training software and delivery platforms?
  - Are you able to communicate, at a variety of levels, in different formats?
    - If so, you may be the ideal candidate for this post.

**Closing Date: Sunday 15th August 2021**

**[Click here for more information and to apply for the role](#)**

# Zero carbon heat for Gateshead

A bold new strategy to deliver zero carbon heating for Gateshead in just nine years has been approved by the Council's cabinet.

Nationally, the Government is aiming for the UK as a whole to achieve zero carbon emissions by 2050 and has adopted a Clean Growth Strategy to deliver that.

Gateshead is aspiring to achieve that goal for all council buildings and homes by 2030 - a full 20 years earlier.

This is a key element of the Council's Climate Emergency Action Plan, following the authority declaring a climate emergency in 2019.

The Council recognises that decarbonisation of heat is essential to achieving its goal, as heat is the largest component of the council's carbon footprint, accounting for 45% of measured carbon emissions - currently around 17,500 council homes in Gateshead operate on gas boilers, which is 92% of the Council's total housing stock of 18,995 homes.

So the cabinet has now adopted a 'Zero Carbon Heat Strategy' with the ambition to:

- deliver up to £240m of heat networks, where Gateshead is already leading the way in the North East
- decarbonise the existing gas network which delivers gas to businesses and people's homes, with support for using hydrogen as an alternative fuel
- install of heat pumps, using small scale pilot projects to research their impact on fuel poverty, and support for installation in new build homes.

As well as reducing carbon emissions, the strategy aims to create the conditions for growth in jobs and skills in the supply chains for zero carbon heat, stimulating the green economy - a key strand of Gateshead's Economic Development Strategy.

Councillor John McElroy, Cabinet Member for Environment and Transport, said, "This is a real statement of intent for our ambitions to tackle climate change in Gateshead and reach our zero carbon goal by 2030.

"We already have a significant track record of investment in heat networks, so this is proven technology - now our challenge is to expand on that success and roll out zero carbon heating to a much wider audience across the borough.

"We are also supporting partners, such as Northern Gas Networks, in creating the conditions to see the use of clean hydrogen expand and grow, using their innovative R+D centre, INTEGREL, based in Low Thornley, Gateshead."

A heat network is made up of underground, insulated steel pipes which send hot water around that network, providing heating for both homes and other buildings.

Gateshead Council has already invested £60m in heat networks in the borough, and attracted significant grant funding.



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**Gateshead Council has already invested £60m in heat networks in the borough, and attracted significant grant funding.**

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The Gateshead District Energy Scheme on the Baltic Quarter already provides heating to key buildings like The Baltic, the Sage Gateshead and Gateshead College, as well as council offices, leisure centres and high rise flats in the town centre.

The Gateshead District Energy Scheme is currently powered by natural gas, but Gateshead is investing in the construction of mine water heating scheme and urban solar parks, which from 2022, will start supplying renewable energy through the network.

The Gateshead Energy Company, wholly owned by the Council, sells the heat at a lower than market rate to its customers.

Now there is an aspiration to take heat networks out to communities elsewhere in the borough. •

## **APSE Energy can help your local authority decarbonise**

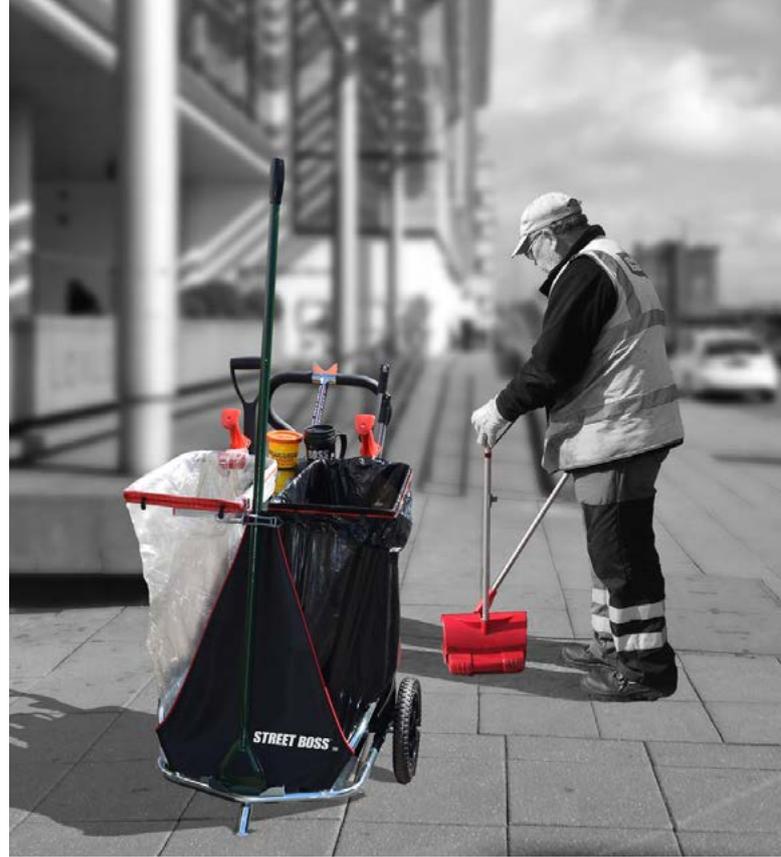
A not-for-profit, discover how APSE Energy can help your council by [clicking here](#).

Alternatively, please contact Phil Brennan, Head of APSE Energy, at [pbrennan@apse.org.uk](mailto:pbrennan@apse.org.uk), or Charlotte Banks, Energy Research and Project Officer, at [cbanks@apse.org.uk](mailto:cbanks@apse.org.uk).



# Street Boss: The new approach to mobile cleansing and remote working

Nottingham City Council implemented Street Boss – the complete one stop mobile cleansing solution – to undertake daily litter picking tasks safely. Street Boss has helped to increase on street litter collection capacity by 402% vs a standard bag hoop.



During the last twelve months, we have all had to adapt to a 'new' daily norm with an increase in remote working; including operational services teams.

This was the challenge that Nottingham City Council faced when reviewing their street cleansing operations in the pandemic. How could this local authority successfully and safely mobilise their street cleansing operatives with lightweight litter clearance tools to support mobile/solo working straight from home or the depot under strict social distancing measure.

Previously the council's operatives would work in larger teams to tackle litter and had to regularly use and carry heavy bulky barrows; risking manual handling injuries and significantly slowed down performance.

The Council implemented Street Boss – the complete one stop mobile cleansing solution to undertake daily litter picking tasks safely; supporting operational efficiency and increasing on street litter collection capacity by 402% vs a standard bag hoop! 50% lighter than conventional barrows, Street Boss made litter collection quicker and more efficient than the larger heavy barrow – mobilise lone working during the pandemic

"We truly believe this system will help to revolutionise street cleansing as we know it – increasing productivity and safer mobile working; recovering the unit cost back in 8 weeks in operational savings. The risk of sustaining an injury from lifting heavy barrows has been significantly reduced with staff reporting 100% reduction in back strain complaints since we introduced Street Boss into our operational fleet."

Designed and manufactured in Britain from 51% recycled materials, Street Boss is 50% lighter than conventional barrows; equipped with a litter clearance tool at hand for every cleansing task – perfect for remote working and increasing workforce productivity. Collect and carry, segregate and sort, scoop and sweep, smarter, safer and further than ever before!

- *To find out more about this Street Boss and how it can help your frontline service click here.*

**"The risk of sustaining an injury from lifting heavy barrows has been significantly reduced with staff reporting 100% reduction in back strain complaints since we introduced Street Boss into our operational fleet."**

# STREET BOSS *Commercial Litter Segregation*

-  **Recycle even more on the go**  
- segregate and sort DM vs general waste
-  **One stop mobile cleansing solution**  
- 50% lighter than conventional barrows
-  Increased collection capacity by **402%** vs a standard hoop



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## Helping Hand Environmental

HM a division of The Helping Hand Company

## How can councils secure and expand green urban spaces and boost the health and wellbeing of local communities?

This brief guide looks at the growing movement to increase the amount of greenspace within our urban areas



APSE is providing this brief guide, Post Pandemic: Green Urban Spaces, to help explain the benefits of increasing the opportunities to introduce, expand and improve green urban spaces, and in doing so, help develop a better understanding about the value and benefits this will bring both to communities and the wider local environment

This new e-publication explores how greater levels of green urban spaces are delivering multiple benefits: including improved health and wellbeing; acting as catalysts for area and economic regeneration, increasing opportunities for biodiversity and importantly, helping to ameliorate the effects of climate change.

By providing links to some of the latest academic research and case studies the report provides practical examples of how urban greenspaces are making a difference to people and environments across the UK regardless of the scale or size of the greenspaces provided.

The report also explores the protection of these resources in relation to natural capital and wider ecosystem services which are the foundations for everyday living and explains briefly how greenspaces are critical to the sustainability of these elements.

The pandemic has shown how millions have relied on greenspaces for both their physical and mental health and well-being and enhancing the feeling of 'place' amongst citizens.. This reliance has seen a re-connection with nature in these greenspaces and this re-connection is unlikely to wane, even when a sense of normality returns. Consequently there will be greater demands placed on our existing greenspaces and it is hoped that this report will give some ideas as to not only how this need can be met, but also how future provision can be expanded upon and sustained for future generations and the betterment of our wider environment.

- [The report is FREE to download for APSE members.](#)

# The 'Good Food' Case for the provision of Universal Free School Meals (UFSM) in Scotland

A Working Group of 15 organisations from across the school food sector (including APSE) has convened to create a Discussion Paper to outline key opportunities and recommendations for harnessing maximum benefits for Scottish children and young people.



"Investing in 'Good Food' provision in schools is an investment in Scotland's priorities across public health, the economy, and the environment."

Following on from the Scottish Government's commitment to the introduction of Universal Free School Meals (UFSM) for primary school children by 2022, and to bring the 'Good Food Nation' Bill into Scottish law, a Working Group of 15 organisations from across the school food sector has convened to create a Discussion Paper to outline key opportunities and recommendations for harnessing maximum benefits for Scottish children and young people, their communities, and the environment.

School meals provide access to a daily healthy and nutritious meal to Scotland's children and young people, supporting their well-being and fueling their learning whilst also playing an integral part in food education and culture. The introduction of UFSM represents a key step on Scotland's journey of becoming a 'Good Food Nation' as well as a tremendous opportunity for delivering multiple policy objectives to public health, child poverty reduction, community wealth building, environmental sustainability, and climate change mitigation. As Scotland emerges from the pandemic, school food has a vital role to play in achieving a green recovery.

Therefore, school meals are an 'investment' not a 'cost'. The roll-out of UFSM will undoubtedly present logistical and financial challenges at a time when public budgets are under significant pressure. COVID-19 has left families and communities facing difficult choices and financial challenges, putting school meals into an even sharper focus. Investing in 'Good Food' provision in schools is an investment in Scotland's priorities across public health, the economy, and the environment.

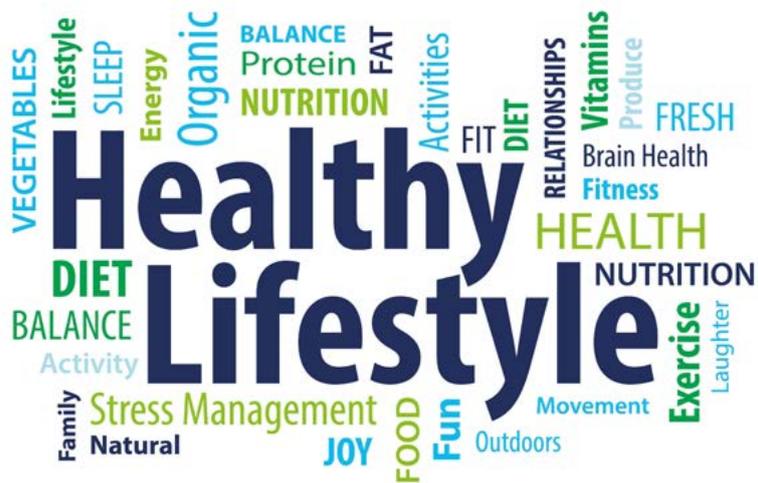
In the Discussion Paper, a number of recommendations are offered, including:

- Prioritising local procurement of ethical and sustainably produced school food ingredients.
- Adopting a 'whole school approach' to the provision of UFSM.
- Facilitating the co-production of matters concerning the roll-out of UFSM with children and their families.
- Ensuring wide stakeholder representation of all actors across the school food system in the FSM expansion programme to drive the 'Good Food' case
- Developing a national recipe book of school meals that encourages the use of regional and seasonal produce
- Actively promoting uptake of those national recipes among local authorities and more widely across the public sector
- Adopting a clear and measurable standard for good school food by revising and mandating Better Eating, Better Learning.
- Encouraging local authorities to adopt the Soil Association's Food For Life Served Here (FFLSH) standard as an existing framework which can be utilised to achieve and measure 'Good Food' standards.

Drawing on existing tools and methods to include indicators for the economic and environmental sustainability of school food, e.g. local economic impact and carbon footprint.

Developing school food service standards around dining room design and environment, supervision, and all aspects of children's dining experience to complement nutritional requirements

Jayne Jones, Chair of ASSIST FM said, 'The Scottish Government and local authorities have set strong foundations for providing universal, good quality and sustainably sourced school food. UFSM is a unique opportunity to build on these foundations and allow the public food sector to lead the way towards realising the access to 'Good Food' with meals served setting the tone for Scotland's relationship with producers and providers as a 'Good Food Nation'.



Councillor John Shaw, Convener of Scotland Excel said, 'We were delighted to be involved in this paper as it builds on the work we've been doing within our food portfolio on local sourcing of healthy food. Over the past five years, spending by councils on Scottish products through Scotland Excel contracts has increased from £8.8m to £15.8m, and now accounts for more than 36% of our food portfolio spend. This is supporting Scottish businesses and reducing food miles. I welcome this paper, and look forward to Scotland Excel continuing to play an important part in the role out of free school meals.'

Sarah Duley, Head of Food, Soil Association Scotland said, 'Soil Association Scotland welcomes the publication of this report. The expansion of universal free school meal provision has enormous potential to deliver on a range of policy areas, from health to environmental, and bring us closer to becoming a good food nation. Increasing access to sustainably produced, locally sourced and freshly prepared food through the uptake of our Food for Life Scotland programme will help ensure that this is the case and that school meals deliver on their potential. We encourage policymakers to read this report carefully and consider not just the cost of a school meal but the value.'

'School meals are more than food on a plate. Despite the logistical and financial challenges of rolling out UFSM, it's implementation can help deliver myriad long-lasting benefits to communities across Scotland. Whether it is the opportunity to shape school food supply chains which benefit local businesses, or a much-needed focus on food waste reduction, the 'Good Food' Case for the provision of UFSM is beyond dispute. APSE commends this excellent report.'

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

Organisations who support this discussion paper are:

- ADES Resources Network
- ALLIANCE (Health and Social Care alliance Scotland)
- APSE
- ASSIST FM
- Brakes Scotland
- COSLA
- Common Weal
- Earth In Common
- The Food Foundation
- FRIED
- Nourish Scotland
- RSPB
- Scotland Excel
- Soil Association Scotland
- STUC
- Sustain
- Sustainable Food Places
- UNISON Scotland
- Unite the Union
- University of Edinburgh Business School
- Zero Waste Scotland

[The full Discussion Paper can be found here](#)

# Pupils help plant fruit trees to help offset carbon emissions

Schools in Neath Port Talbot have been given fruit trees to help offset carbon emissions and to be used as a learning resource for pupils.

The project was thought up by Neath Port Talbot's Youth Council who teamed up with The Old School Nursery in Cwmtwrch to supply the trees.

Just short of 100 fruit trees were donated to 31 primary and secondary schools across the county borough. Pupils from each school helped to plant the trees and will be responsible for the aftercare.

Erin Sandison, Neath Port Talbot's Youth Mayor and Youth Council member, said: "As a Youth Council, we feel it's really important that everyone plays their part in looking after the environment for future generations. Planting one tree at every school may only make a small difference but we are committed to doing our bit to offset carbon emissions and provide a habitat for wildlife.

"It's also a good opportunity to get pupils outside the classroom and learn about the importance of nature and growing seasonal produce." Councillor Peter Rees, Neath Port Talbot Council's Cabinet Member for Education, Skills and Culture, said: "Getting pupils to roll up their sleeves and get involved in planting trees is the perfect way of helping them to understand the importance trees have in the local and global environment.

"The council's Decarbonisation and Renewable Energy Strategy (DARE Strategy) sets out our commitment to reducing our own carbon footprint and we how we plan to work with businesses and communities for a cleaner, more prosperous and healthier county borough".

Lee Roberts, the owner of The Old School Nursery, said: "I think it is a great initiative, one that will benefit the schools and the local community. I was happy that I was able to support the Youth Council and provide the trees for their project."

Neath Port Talbot's Youth Council is made up of young people aged between 11 and 25 who champion Children's Rights by ensuring they have a say and influence decisions affecting their lives. •



# Dacorum becomes first Silver level Carbon Literate borough council



Dacorum Borough Council is the first borough council in the UK to achieve a Silver level 'Carbon Literate Organisation' accreditation.

Dacorum Borough Council declared a Climate Emergency in 2019 and pledged to become net zero as an organisation by 2030. Further targets were also set including making their 10,250 Council homes net zero by 2050 and the Council committed to work with the community and businesses to make the whole borough net zero by 2050.

Consequently earlier this year, the Council added a sixth priority to the corporate plan – The Climate and Ecological Emergency (CEE).

Since the CEE declaration, and to help prepare Dacorum Borough Council for this journey, the Council worked with APSE to deliver Carbon Literacy Training to 60 key members of staff. Most notably, their new Chief Executive, Claire Hamilton, also took on the training, making her only the second ever CEO of a council in the UK to achieve this.

Carbon Literacy Training is an accredited training course which has been recognised by the United Nations at COP21 - the Paris Climate Conference - where it was chosen as one of 100 worldwide Transformative Action Programs. Carbon Literacy is 'an awareness of the carbon dioxide costs and impacts of everyday activities, and the ability and motivation to reduce emissions, on an individual, community and organisational basis.

The training educated council staff about the science and causes of climate change, the effect it is already having and the predicted future impact, before then exploring the solutions that can be taken by individuals, as well as the organisation.

Claire Hamilton, Chief Executive, said: "I'm proud to announce we are the first ever Silver level Carbon Literate Borough Council. We have demonstrated our substantial commitment to Carbon Literacy and our officers are working hard to help the borough reach its environmental goals. Being recognised as a Carbon Literate Organisation is just one of the many steps that we are taking on our journey to help reduce our carbon emissions."

Dacorum Borough Council will be agreeing a CEE strategy that will set out what needs to be done over the next decade to deliver on the Council's net zero targets. This will be published later this year.

- For more information visit [www.dacorum.gov.uk/climatechange](http://www.dacorum.gov.uk/climatechange).



Help to forge a sustainable future for your local authority and area by booking a place on our carbon literacy training course!



## Carbon Literacy for Local Authorities

£175+VAT (APSE members) £285+VAT (Non-members) *This course is also available as an in-house option*

Ran in conjunction with APSE Energy, this highly interactive course will help you:

- Understand and be able to explain the basic science of climate change and how climate change will affect us both globally and locally.
- Evaluate the climate change objectives in local authorities and analyse the impacts.
- Construct your own strategies to take action on climate change.

This course will be delivered online via Microsoft Teams and includes a mixture of presentations, video conferencing, group work, games, quizzes and video.

This course is run online as a full day or as two half-days. An additional two hours of individual work is required to achieve the Carbon Literacy Award. This will include a video link prior to the training and a self-assessment of learning, which is submitted to the Carbon Literacy Project. [BOOK YOUR PLACE HERE](#)

# Thurrock Micro-Enterprises: Ordinary people doing extraordinary things

First implemented in 2015, Thurrock Council's Micro-Enterprises scheme promotes independence by ensuring residents can choose the support they want and need from a range of services, and also control when and how the support is provided.

First implemented in 2015, the Micro-Enterprises scheme was initially piloted as part of a wider initiative to transform Adult Social Care Services. Thurrock Council was aware that in the face of increasing demand and pressure on budgets, there needed to be a more creative response to meeting ongoing demand. What prompted the pilot scheme was the recognition that there was a limited choice of services for local people - local residents were looking for more than just ensuring that their statutory needs were being met.

Thurrock's Micro-Enterprise scheme has fitted well with other place and strengths-based initiatives. Examples include Local Area Co-ordination and Community Hubs which have enabled us to develop services that are diverse, bespoke and based upon our growing evidence base of what our communities value and require.

The Micro-Enterprises programme focuses on finding residents who want to support others in their local community and helps them to set up their chosen service. They are supported to do so by a co-ordinator who provides advice and ongoing assistance. Now approaching its sixth year, the scheme is continuing to support community choice and, in addition, provides opportunity for employment in the local area.



**The Thurrock Micro-Enterprise programme is now in its sixth year and more than 140 services are now available for local residents. There is a very diverse range on offer from personal care to lunch clubs, gardeners and handymen to leisure and fitness activities.**

## Aims and Objectives

The main aim of the scheme is to ensure that self-directed support becomes a reality. The focus is to ensure that people can be well connected within their local community and can find the majority of support that they need in their own area. The scheme promotes independence by ensuring residents can choose the support they want and need from a range of services and they control when and how the support is provided. The ultimate goal is that people needing support can be creative in meeting their own needs.

Emphasis is given to local residents who offered services for people at risk of social isolation; particularly those offering personalised services in the home or that linked into the community

- indeed this remains the biggest growth area of Micro-Enterprises. By linking people with a lunch club, having someone do their shopping or taking them out to meet others ensures that people are not isolated and can make or re-make those community connections that are so essential to enjoying a "good life". These services also meet the prevention agenda; any issues that are identified can be addressed early on and can avoid the crises that can occur when people are unsupported.

Financial costs of care and support services are high and increasing, and there is no question that investing in preventative services is essential. Small services such as lunch clubs, knit and natters, social groups and afternoon teas are easy to set up and can be hugely successful in avoiding the loneliness and disconnect that often occurs in old age.

An additional benefit is that the scheme has provided opportunities for self-employment and voluntary opportunities for many local people. People may have a hobby or a passion they want to explore as a way of earning an income or increasingly seeing working from home as a way of achieving a better life/work balance. For example, working with the local Disability Work Advisor at the DWP has seen a number of people with disabilities who have been unable to access traditional job opportunities being able to enter into work for the first time.

## Initial challenges

Culture change has been central to the success of Micro-Enterprises and work was undertaken with staff and partners to introduce the scheme as part of the ongoing adult social care transformation programme. This involved workshops and other events where staff and partners were encouraged to "Meet the Micros" and to understand how important they were to ensuring a diverse range of service provision in Thurrock.

There were some reservations, naturally, about a new scheme but these have been overcome, mainly through the quality of the work carried

out by specific services and the fact they have often been able to offer bespoke solutions to some complex care and support situations. There has also been a corresponding increase in the number of direct payments being taken which is testament to the interest in the scheme.

Publicity has been key to ensuring the visibility and the availability of services. It was a challenge in the early days to get this right, but this was resolved in partnership with Thurrock Community and Voluntary Services (CVS) who have supported the development of a monthly booklet of services which is available online and in community outlets.

### Achievement and Future Goals

The Thurrock Micro-Enterprise programme is now in its sixth year and more than 140 services are now available for local residents. There is a very diverse range on offer from personal care to lunch clubs, gardeners and handymen to leisure and fitness activities. All are community focussed and provide a wide choice. Many services are run by volunteers and therefore the ability to pay is not a key issue.

The scheme has also been a vehicle for wider partnership - "Re-Engage" - the charity that provides afternoon teas for people in the homes of others has linked with the scheme, and the Council has loaned its minibus fleet to enable them to transport people to and from their events. The Council has also made available community halls free of charge, provided equipment and leased land to enable specific Micro-Enterprises to set up and provide much needed community services.

So what is the future? There is ongoing interest in the scheme especially as we move out of lockdown and people are reassessing their lives. The scheme has already provided opportunities for people who have been made redundant and there are plans to work alongside the DWP and other local business re-start initiatives to offer the scheme as a potential for employment. Many other local authorities have sought our expertise and are also now implementing similar schemes to the Micro-Enterprises we have created in Thurrock.

The importance of employment is recognised as a key factor in the promotion of well-being. There are many examples of how Micro-Enterprises have supported people who felt they were unemployable to set up their own service and earn an income. Future work will build on this to explore how the scheme can be expanded to increase this impact further.

Whilst the primary aim of supporting the development of new services will continue, there is recognition the community are keen to develop their own projects, based on the needs they see locally. The scheme is keen to support this and will work with partners to ensure it can facilitate community-led projects requiring more intensive work.

Thurrock's Micro-Enterprises are part of a tangible and successful, innovative and collaborative approach to health and care transformation that delivers on all aspects, whether they be a vehicle for people realising a passion or a way of obtaining care and support that is personalised to the individual. •



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# WJ Group drives down emissions

## Driver Reward Scheme Increases MPG by 12%.

Net Zero by 2050, that's what the UK Government have committed to, and the highways industry will be playing a key part in this transition due to the high levels of emissions they currently create. However, for many businesses trying to achieve this ambitious target seems an impossible task.

WJ Group, the UK's leading road safety marking and highway maintenance business, have recently announced their commitment to reach net zero by 2032, far in advance of the UK Governments promise, but how can a company with all of their over 200 strong diesel fleet make a change?

The current challenge is that the vehicles and technology used in operations such as road marking, surface retexturing, sweeping, stud application and hydro blasting do not support a net zero way of working, so the team at WJ have to think outside the box and innovative new ways to make a difference.

Having already reduced the embedded carbon in the products they produce by an average of 80%, they have used their in-house engineering facilities to introduce new vehicles with features that increase fuel efficiency, slash emissions, optimising the way we work, and reducing costs.

One of the more recent innovations is the triple boiler road marking vehicle, which saves at least three tonnes of CO<sub>2</sub>e (carbon dioxide equivalent) per shift by reducing the need for two vehicles to attend certain schemes where three colours are required.

Another area of focus for WJ has been its people and the improvements that can be made through driver behaviour.

WJ Group Sustainability Director, Paul Aldridge commented "Until zero emission equipment becomes available and viable as a solution, changing our people's behaviour is essential for us to continue reducing our emissions."

To facilitate this behavioural change, the WJ Driver League Table was introduced in March 2020. This uses a telematics system to monitor driver behaviour based on; speed; acceleration; braking, MPG and various other factors, such as completing daily vehicle checks.

The company then incentivise and reward their drivers every month with a cash bonus for those performing well and identifying those that are underperforming and providing additional training.

Currently, the Group have delivered Safe and Fuel-Efficient Driver Training to over half of the company's drivers and aim to eventually have everyone undertake this course. There is also an annual bonus for the best performing drivers at every depot which demonstrates the company's dedication to reinforcing its commitments to both safety and sustainability.



### And the results?

After 12 months WJ analysed the data and saw on average a vehicles MPG increased by 12%, which is even more impressive considering their vehicles remain idle during works to power their boilers and ensure the material remains at a high temperature ready to be installed.

Moreover, when they compared their fleet costs against their monthly turnover to see what effect this had, it showed a reduction of 7.75% in emissions against turnover, and 17.85% in costs. This resulted in a huge cost saving of over £500,000 when accounting for fuel usage, maintenance, tyre usage, training and driver rewards.

This has enabled WJ to continue to invest in the latest technology and new developments for their fleet, as well as the recently announced 'LCRIG/Steve Berry Think Exceptional Innovation Fund, sponsored by WJ Group' to help deliver new innovations to the industry.

A further example of how they are investing to reduce their emissions is through their company cars, 77% of which are now hybrid or electric, soon to be 100% as cars are replaced. However, net zero doesn't mean the group will produce no emissions at all, with plans currently in place to plant 500,000 trees in Scotland at the WJ Forest to offset any emissions the company cannot eliminate in the future.

- **For more information visit [WWW.WJ.UK](http://WWW.WJ.UK)**





## **Electric cars are coming but are we prepared?**

2030 is the year when the ban on the sale of new petrol and diesel cars comes in - are local authorities prepared for the era of the electric car? Head of APSE Energy, Phil Brennan, looks at the challenges that lie ahead for councils and why putting an EV strategy in place will be key to overcoming them.

The fact that electric vehicles are here isn't news but are we prepared? It's a big change for individuals just as it is for local authorities, indeed for anyone who delivers a service. You will have heard that Leeds City Council have more than a hundred low emission vehicles, that Nottingham City Council are investing in vehicle to grid technology, that Fife Council have hydrogen vehicles and Liverpool City Council have refuse collection vehicles running on compressed natural gas with intentions to convert them to hydrogen. There are many more examples out there but of course not every local authority has the same capacity as some of the bigger councils and hasn't made as much progress. That doesn't mean they shouldn't be thinking about this change nor planning for it!

The fleet is one of any council's most valuable assets and will need to contend with significant changes to:

- Technology
- The type of vehicles purchased
- How they are fuelled
- How the charging infrastructure is installed
- How the energy is sourced
- How the regime is maintained

Doing all of this when the capital costs are high but the opportunity for future savings and income generation exists, is tricky. And that is just the council's own fleet.

Throw in the leadership and place making role the local authority has in nudging local citizens and businesses to use electric vehicles, hydrogen or biofuel vehicles, supporting the roll out of public chargers and domestic chargers (including the practicalities of private chargers in terraced streets for example), managing the on-going problems of air quality or potentially low emission zones, and you realise this is not only a mammoth task but one that has tentacles across the whole organisation.

Now I challenge you to think of a change on a similar scale which directly impacts the way your local authority works that has been taken forward without a strategy to guide it.

If you have an EV strategy in place or are working towards one or a fleet management or transport strategy in place that covers these issues, then you're in a good place.

However, we have come across a number of local authorities who haven't taken this step yet. There are good reasons for that of course – existing leasing contracts, the dynamic nature of the vehicle market (meaning people are unsure when to take the initiative), a lack of capacity and expertise are just some. But at some point your council will need a guiding strategy document.

Centrica recently published survey results showing that companies are planning to invest £15.8 billion in EVs and on-site charging points over the twelve months to March 2022 which equates to a 50% increase on last year. Of those polled, 46% are planning to install charging points (although 37% have already do so) whilst 30% have invested in on-site generation such as solar to charge their EV fleets and almost half are planning to invest in such generation in future. 58% said the biggest driver to them increasing EVs in their fleet was an effort to meet corporate sustainability targets, while 51% said it was to reduce operational disruption caused by low and zero-emission zones and 37% were attracted by the lower maintenance and whole-life costs of EVs. All of these factors apply to local authorities too.

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Meanwhile the Environmental Audit Committee have recently found that the government's EV plans and 2030 deadline means eight high-volume battery manufacturing plants will be needed and be operational by 2040 to meet the demand for EVs. In addition to batteries, further parts such as the associated power electronics, machines and drives will be needed. The outcomes here are significant – green jobs, local investment, reduced emissions, global technology leadership and the benefits that accompany that. Furthermore it shows the scale of investment attached to the supply chain; that doesn't happen if there is a significant risk to investment.

All of this provides more evidence that we all need to be prepared. The drivers for action are personal, organisational, technical, financial and global and for those working in councils, they are local too. Climate emergency declarations are as much of a driver as an individual bulky waste collection for an elderly person is.

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**We all need to be prepared. The drivers for action are personal, organisational, technical, financial and global and for those working in councils, they are local too.**

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We have certainty in terms of a date – 2030 is the year when the ban on the sale of new petrol and diesel cars come in. Uncertainty remains linked to plans the council may have to generate energy, to tackle the nature of services – announcements are expected on changes to recycling at the national level for example – around the operation of their depots or insourcing their services. In other words, it's complicated.

So it can't be ignored; an approach or a strategy to manage the change is required. How prepared is your council? •

**If you need help APSE Energy can provide support**

APSE Energy is a UK first in bringing together councils that have developed municipal energy schemes to green and localise energy supply. For more information on how APSE Energy can help your council contact Phil Brennan on [pbrennan@apse.org.uk](mailto:pbrennan@apse.org.uk) or visit our Energy Hub by [clicking here](#).



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## Scotland is changing

- > Low Emission Zones are coming to Scotland in 2022.
- > Scotland's Government has set a target to cut greenhouse gas emissions to net-zero by 2045.
- > Ministers have brought forward the sales ban on new petrol and diesel vehicles to 2030.

### The eVito Tourer

- Range - 217-221 miles WLTP combined range\*
- Rapid DC charging - up to 80% in 40 - 120 mins\*\*
- Service plans from £12.50 a month
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eSprinter Panel Van



eVito Tourer



eVito Panel Van



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\* Electrical WLTP range for the eVito Tourer range in miles (Km): combined 217 (350) - 221 (356). Electrical consumption in kWh/100 km: combined 28.1 - 28.5. CO2 emissions in g/km (combined): 0. Figures correct as of April 2021. For vehicle specific data visit [https://voc.i.daimler.com/voc/gb\\_en](https://voc.i.daimler.com/voc/gb_en) \*\*Charging times are subject to the power available at the location where the vehicle will be charged as well as factors such as temperature and cable type used. ^Mercedes PRO Connect includes a range of digital services to help manage your vehicle. Please check with your local Dealer for the full scope of services available with your vehicle ^^Retail customers only. Subject to eligibility. Offer ends 30 June 2021. NewMotion Home Fast Smart charge point per eVito, up to a maximum of 25 eVitos per customer/business. NewMotion Home Fast Smart charge point price includes standard installation and £350 OLEV grant discount. For full terms and conditions, click here <https://bit.ly/2DIAIt0> \*\*\*Free for 3 years initially and renewed at each service, if serviced by Mercedes-Benz according to service intervals. For a full list of exclusions and all product terms please visit [mbvans.co.uk/mobilovan](http://mbvans.co.uk/mobilovan).



Development in Progress – December 2020



CDS  
Cemeteries  
& Crematoria



CDS  
Parks  
& Leisure



CDS  
Environmental  
Solutions



# It's our experience of what you can't see, that helps create our beautiful spaces

Formerly known as Cemetery Development Services, The CDS Group has been on an incredible journey. We have undertaken over 400 feasibility studies and completed over 40 new cemeteries in the UK and overseas. Our dedication to your vision has enabled us to gain recognition in the cemetery market, **but now we are expanding.**

Our business now focuses on three distinct areas namely Cemeteries and Crematoria, Parks and Leisure, and Environmental Solutions. We currently have new sites under construction with many more in different stages of project feasibility, design and planning. The quality of our work has not changed; maintaining the high level of service you expect.

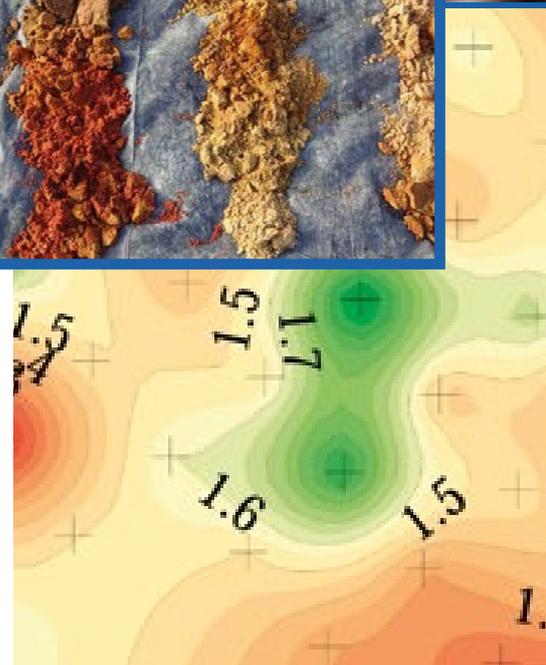
CDS are with you every step of the way, from Feasibility Studies, Landscape and Concept Design through to Planning, Construction and Delivery, ensuring a seamless experience from inception to completion.



Our team of highly qualified specialists - field surveyors, engineers and designers - are committed to creating beautifully landscaped and thoughtfully constructed developments. Ones that have distinctive spatial qualities but also offer excellent commercial value, and that are low-maintenance environments with minimal operational costs.

Our Green Agenda also ensures that our developments are environmentally friendly, offer reductions in emissions and pollution whilst helping improve biodiversity.

For more information on how The CDS Group can help, please phone us on +44 (0)1525 864387 or visit our website.



# Celebrating Clean Air Day in Guildford

In the last decade, Guildford Borough Council has invested approximately £10 million on energy-saving projects to make significant carbon reductions across our own estate and in our social housing. We spoke to the Council about its decarbonisation agenda.



GUILD F O R D  
B O R O U G H

**In total, our solar generation now produces 195,401kWh per year - the equivalent of powering 49 houses - to help power our offices and other buildings. We also have solar panel arrays at our Dray Court, Japonica Court and St Martins Court sheltered housing facilities, and the Spectrum Leisure Centre.**

We celebrated Clean Air Day, on Thursday 17 June, with a renewed commitment to improving air quality in our beautiful borough.

In addition to our work to reduce air pollution, we are excited to confirm that Sunday 26 September will be Car Free Day in Guildford.

A report by APSE Energy, part of the Association for Public Service Excellence, shows that net greenhouse gas emissions from our activities fell by over 21% between 2016-17 and 2019-20. The total fell from 10,998 tonnes in 2016-17 to 8,586 tonnes in 2019-20. Gross emissions have also fallen 45% from our 2008-09 levels, to 8,613 tonnes, with a further 27 tonnes of CO2 being saved through us generating green electricity. We achieved our 2020 target of a 43% reduction in CO2 emissions, based on 2009 levels, a year early in 2019.

We have adopted Air Quality Action Plans for Shalford and Compton where Air Quality Management Areas have been declared to introduce measures that will improve air quality. We are monitoring air quality at 33 locations across the borough, including main roads leading into the town centre, to measure levels of nitrogen dioxide, which can harm the lungs. We are also working with Highways England on plans to improve air quality along parts of the A3 as it passes through Guildford.

Lead Councillor for Climate Change, Cllr Jan Harwood said, "Improving air quality in the borough is one of our highest priorities. Air quality can be a major factor in the health of a community, particularly in making existing health conditions worse and increasing the impact of Coronavirus (COVID-19). Air pollution causes up to 36,000 deaths in the UK every year, and NHS England attribute 5% of deaths of people over 30 to air pollution. We are therefore more conscious than ever of the air that we are breathing. We must do all we can on a local level to protect our residents and visitors and become more environmentally sustainable by leading the way in making positive changes to reduce our carbon footprint.

"In the last decade, we have invested approximately £10 million on energy-saving projects to make significant carbon reductions across our own estate and in our social housing. We are collaborating more closely with partners and the wider community to play an even greater part in creating a more sustainable future.

"We also want to confirm that climate change would be the main priority for any future unitary authority in Surrey, including the consideration of a Citizens' Assembly on Climate Change. Following our talks with Surrey County Council's Director of Environment, to identify shared objectives on transport, air pollution and renewable energy for residents and businesses, we have identified opportunities to work together, share expertise, and develop exciting projects.

"On Clean Air Day, everyone can do their bit by making some small changes to their lifestyle and daily routine: walking, cycling or using public transport more, turning off your engine if you are stopped at a junction or outside a school for more than 10 seconds, buying local produce, and not burning waste can all make a real difference."

Alongside our efforts to reduce air pollution, we are also helping residents to reduce their carbon footprints. Through the Solar Together solar panel installation initiative, residents can now save money and help reduce carbon emissions with other members of our community by installing solar panels on their homes. The scheme, run by Surrey County Council and supported by us, offers great value installations and helps our borough's homeowners feel confident that they are paying the right price for high-quality solar panels and battery storage by purchasing as part of a borough-wide group. Visit <https://solartogether.co.uk/guildford> to register. Registration is free, and there is no obligation to buy.

We installed new solar PV panels at our Millmead House offices and Farnham Road car park in April to almost triple the amount of solar energy we generate for our own buildings. In total, our solar generation now produces 195,401kWh per year - the equivalent of powering 49 houses - to help power our offices and other buildings. We also have solar panel

arrays at our Dray Court, Japonica Court and St Martins Court sheltered housing facilities, and the Spectrum Leisure Centre. Our Crematorium, which was renovated in 2020, uses solar panels to provide two-thirds of its electricity. All emissions at the Crematorium have harmful pollutants and nitrogen dioxide removed.

The University of Surrey's iSCAPE (Improving the Smart Control of Air Pollution in Europe), GCARE (Global Centre for Clean Air Research) and Living Lab projects have made Guildford a world-class hub for research and innovation in tackling air pollution and climate change. Their work with local communities, including schools and businesses, has improved air quality in the borough whilst creating strategies of worldwide importance.

We provide many options to help people reduce the number of car journeys they make. easitGUILDFORD offers discounts on rail and bus travel, plus reduced bike and car hire, to employees of participating businesses. 12 organisations, representing approximately 8000 staff, have joined.

We are awaiting delivery of 10 new electric minibuses to form part of our Community Transport fleet. These will increase the percentage of electric vehicles in our Light Commercial Vehicles fleet to 20.84%, and are part of our commitment to ensure our LCV fleet is fully electric by 2030. This follows the introduction of nine Park and Ride buses, which are the largest fleet of electric buses outside of London, built locally by Alexander Dennis Ltd.

Any cars hired by our staff must now be hybrid or fully electric, and we are monitoring the development of hydrogen and electric technology for heavy vehicles, including refuse collection lorries, with a view to removing diesel vehicles from our fleet. In collaboration with Surrey

County Council we are installing more electric vehicle charging points across the borough. Electric vehicles also qualify for reduced parking permit fees, whilst our smartphone parking app directs motorists to the cheapest and closest parking spaces.

Our Climate Change, Sustainable Design, Construction and Energy planning document, helps all new housing developments to have lower carbon emissions, be more sustainable and better able to meet the challenge of climate change. All of our developments already meet Passivhaus energy efficiency standards, and all new buildings in the borough have to meet a carbon emissions rate which is at least 20% better than national Building Regulations standards. We encourage housing developers to reduce the carbon in their building materials and will continue to promote the highest possible standards in efficiency.

In collaboration with our partners at Surrey County Council, the University of Surrey, Guildford Environmental Forum, Highways England, the Environment Agency, easit network, Enterprise Rent-a-Car, Surrey Environment Partnership, Surrey Wildlife Trust, Plastic Free Guildford, Enterprise M3 Local Enterprise Partnership and Surrey Air Alliance, as well as local residents, we continue to protect and enhance Guildford's future. •

#### **APSE Energy can help your local authority decarbonise**

A not-for-profit, discover how APSE Energy can help your council by [clicking here](#).

Alternatively, please contact Phil Brennan, Head of APSE Energy, at [pbrennan@apse.org.uk](mailto:pbrennan@apse.org.uk), or Charlotte Banks, Energy Research and Project Officer, at [cbanks@apse.org.uk](mailto:cbanks@apse.org.uk).



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# CHEERING VOLUNTEERING

in Central Bedfordshire

## AWARDS AND CELEBRATION 2020

Programme



### Award categories

Volunteer Group of the Year - Volunteer of the Year - Young Volunteer of the Year - Supporting Communities during COVID - Lifetime Achievement - Sir Captain Tom Award for Outstanding Contribution - Panel's Choice

## Rewarding and recognising the achievements of volunteers

A look at the options available to councils aspiring to incentivise and provide recognition for volunteering.

### The nominees for

## Lifetime Achievement Award



### Maureen Hill

Maureen Hill has been volunteering for Citizens Advice Dunstable for 25 years. Through a variety of roles, including adviser, volunteer supervisor, receptionist and administrator, Mo showed commitment and dedication in all this time. Mo currently helps as a receptionist and she is our volunteer admin support keeping the office files, paperwork and tasks in order and we just couldn't manage without her.



### Gill Hayward

Gill Hayward has been volunteering for Citizens Advice Dunstable for 25 years. Through her role as an advisor, Gill has shown commitment and dedication in all this time. As well as providing regular face to face advice, Gill has been running our telephone service every Tuesday morning providing an additional service which helps people unable to visit our office in person.



### Margaret Lowe

Margaret has been a pillar of the community throughout the last 38 years. Working tirelessly at the Local Lower School at Greenfield, starting up the breakfast and after school clubs and along with being the Treasurer around her role as Chief Lunchtime Supervisor. Margaret has almost single handedly overseen the local gala which raises monies for the local village hall and has been involved in the local Parish Council for over 20 years.



### David Footitt

David's extensive contribution to his local community over the past 31 years. He is a Committee Member and group Chairman of the RoSPA Advanced Drivers and Riders group Dunstable, of the Rotary Club of Dunstable and organising the Dunstable Schools Football League. In 2020 David took on the Presidential role for the Rotary club. David has for 5 years been the mastermind behind the Santa Sleigh raising money for 35 local causes.



### Jan Bailey

Jan has been an active volunteer for Hospice at Home Volunteers for 25 yrs. She has supported dozens of clients over that time and has been a stalwart of our fundraising team. She not only offers her time in support of her clients but is selfless in offering her time and skills to raise funds for the charity. She is a great example for all volunteers and is exemplary in what it takes to support her local community.



Working with volunteers and the voluntary sector has become an ever more important part of local authorities' activity in recent years. Communities want to be more involved and many have developed community action plans to increase engagement, ownership and empowerment of residents. This has also provided some additionality for councils facing budget pressures, and has resulted in some innovative solutions being found to local challenges.

While for many volunteers the work is the reward itself and they don't require or desire any kind of recognition, the topic of rewarding and recognising volunteers for their efforts is worthy of consideration both as a means of encouraging new volunteers and giving something back to people who have added value to the local community.

Below are a few examples that have been undertaken by councils.

### Awards and awards ceremonies

One of the most popular approaches taken by local authorities is awards and awards ceremonies. This is a good way of recognising the achievements of volunteers. Central Bedfordshire Council hold an annual Cheering Volunteering Awards which took place for the first time online due to the ongoing pandemic. They produced an online awards video with speakers from the council as well as an online booklet outlining why each person and group had been nominated. The video can be viewed [here](#).

They have awards for the following different categories:

- Volunteer of the year award
- Young volunteer of the year award
- Volunteer group of the year award
- Sir Captain Tom award for outstanding contribution
- Lifetime Achievement award
- Sports and Wellbeing Volunteer of the Year award
- Supporting Communities during COVID-19 award

## Nominating groups for national awards

As well as providing your own local awards, councils can also be active in nominating individuals and groups for various national awards. The Queen's Award for Voluntary Service is an example of this; groups which have been running for at least 3 years, are run locally, meet a need for people living in the local community and are respected can be nominated.

## One-off events

Local authorities also noted that they host a range of 'thank you' one-off events for volunteers such as coffee mornings or annual dinners.

## 'Thank you' website wall and thank you card

East Ayrshire Council have a 'thank you volunteers' wall on their website where people from the community can submit their thanks to volunteers as a way of celebrating Volunteers' Week (1-7 June). These can be submitted either by name or anonymously. The council also provided a downloadable/printable thank you card to give to people directly.

## Time credits

Time Credits are also a way of recognising the work people do in their communities, these can be earned and spent on hundreds of activities nationally. A number of credits are applied to different volunteering opportunities, and they can be redeemed for things such as free swimming, adult learning courses, fitness sessions, tickets to local sporting events, museum tours and many more. Cambridge City Council, for instance, offer off-peak room hire for 1 hour in exchange for 1 time credit.

## Local discounts

Local authorities such as Portsmouth County Council, Barnet Council and Hackney Council have signed up to offer ValueYou cards, which provide discounts at a range of shops for people who have volunteered for 100 hours. The volunteer recognition scheme provides a way for communities to thank local people who help out. The membership is free of charge and also helps to support small local businesses. Their website shows a list of the different businesses which includes restaurants, beauty parlours, chemists, fishmongers, greengrocers, florists, opticians, key cutters and more as well as the discount they offer (which must be at least 10% on all purchases excluding pre-existing offers and discounts). Walsall Metropolitan Borough Council signpost how to sign up for a free card on their website here.

## Keep sharing what has worked

APSE notes the value that volunteers provide to councils and whilst in many services they can never be a replacement for fully trained and qualified staff, encourages our members to consider how to integrate and involve volunteers in council services. While many volunteer for the satisfaction provided from volunteering itself, it is important to consider how to encourage, recognise and reward volunteering where appropriate. Many of our member councils have found ways of doing this, and we would encourage them to keep sharing what has worked for them through our APSE Network Query service and through our advisory groups.

- *This article is taken from APSE Briefing 21-34. You can download the full briefing from the APSE website.*



# Litter solutions to keep green spaces clean

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\* Tested by Europe's top independent microbiology laboratories to ISO 22196:2011



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## Bumper crop of entries prepare for the welcome return of Translink Ulster in Bloom

Cities, towns and villages across NI have been sowing, planting and pruning ahead of the 2021 Translink Ulster in Bloom Competition which has been officially launched following last year's virtual 'Homegrown'

Cities, towns and villages across NI have been sowing, planting and pruning ahead of the 2021 Translink Ulster in Bloom Competition which has been officially launched following last year's virtual 'Homegrown' initiative.

Launching at Translink's North West Multi-Modal Transport Hub, the popular competition has attracted 125 entries representing all local council areas as well as 24 bus and train stations.

The annual green-fingered awards boost civic pride across NI, encouraging cities, towns and villages to look their best with striking floral displays and seasonal plants which often represent the history, culture and unique features of each area.

Competition categories include: Small Village, Large Village, Small Town, Town, Large Town, City, Roses in Towns, Judge's Special Awards, Translink Community Champion, Floral Station and Most Improved.

Launching the 2021 competition, Translink Chairman Dr Michael Wardlow said, "2021 marks a very welcome return for the annual Translink Ulster In Bloom competition. Last year, due to COVID-19, the usual competition could not happen and we ran a virtual 'Homegrown' campaign celebrating the horticultural efforts of people at home, so this year is particularly special as we recognise the challenges our participants have endured over past year and a half. It's wonderful to see all local councils participating and I would also like to thank NILGA for their support in co-ordinating and developing the competition which continues to evolve each year.

"Ulster in Bloom is an important event to encourage and promote sustainability. As part of our efforts to create a greener world, Translink has launched a Climate Positive Strategy including ambitious targets to achieve Net Zero Emissions across the business by 2040, reducing our Green House Gas emissions by 50% by 2030 along the way. Ulster In Bloom supports this climate action commitment and is a great way to encourage more people to protect our planet."

The Translink Ulster in Bloom Competition is co-ordinated by the Northern Ireland local Government Association (NILGA). Councillor Frances Burton, Vice – President, NILGA, said, "After such a challenging period, it is my pleasure to convey the Association's support, admiration and encouragement to all our Councils and 'In Bloom' Groups for their work and the dedicated community support shown over the last 15 months.

"I would like to thank everyone who supports Translink Ulster in Bloom for championing the "In Bloom" message of councils, local committees, residents and businesses, coming together to take pride in the places where you live and work, creating a better environment for everyone to share. As we continue to rebuild following the pandemic, these things are now more important than ever.

"NILGA represents, promotes, sustains and improves local government on behalf of all our member councils. The Association therefore fully supports Translink Ulster in Bloom across each individual council area and we are delighted to have 101 entries covering all 11 council areas this year.

"As NILGA, councils and councillors, the competition helps us to focus on improving the quality of life for citizen's right across the region, while also enhancing our cities, towns and villages. With the ongoing partnership support of our member councils, our volunteer judges and our sponsors Translink, the Association hopes to build on the culture and future of the competition. Thank you to everyone for your ongoing support and enthusiasm."

This year the 2021 Translink Ulster in Bloom competition has teamed up with The Conservation Volunteers NI (TCVNI) to support people in starting their own vegetable patch. TCVNI support communities across NI with grow-your-own food projects and they have a limited number of start-up packs of mixed seed varieties to giveaway.

- For more information and to register your interest [visit the TCVNI Facebook page](#)



performance networks

# Performance Networks Awards

## Announcing the winners!

This year saw a very different awards ceremony to any we've ever had before. Instead of the bright lights of Blackpool, we joined together via our screens on a sunny Tuesday afternoon in June. Despite a change to routine this year, it was fabulous to see so many smiling faces and to have the opportunity for all of our members to celebrate success.

We are hoping that things will return to normal in December 2021 and we can once again join together in person to celebrate success back in Blackpool.

The finalists and winners for the performance networks awards in relation to 2020 can be found overleaf.



# Save the date

## APSE Performance Networks

Best and most improved performer  
awards 2021

December 2021, Blackpool

Further details will be available in due course,  
subject to government guidelines

## Building Cleaning

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### Best performer

Caerphilly County Borough Council  
East Ayrshire Council  
East Renfrewshire Council  
Inverclyde Council  
Moray Council  
South Lanarkshire Council  
Trafford Metropolitan Borough Council

Winner: South Lanarkshire Council

## Building Maintenance

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### Best performer

Doncaster Metropolitan Borough Council  
Moray Council  
Shetland Islands Council  
South Ayrshire Council  
Swansea City and County  
Wigan Metropolitan Borough Council

Winner: Wigan Metropolitan Borough Council

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### Most improved performer

Dumfries and Galloway Council  
Falkirk Council  
Inverclyde Council  
South Lanarkshire Council  
Tayside Contracts

Winner: Tayside Contracts

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### Most improved performer

Dundee City Council  
Fife Council  
Kirklees Council  
South Ayrshire Council

Winner: South Ayrshire Council

## Catering Services

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### Best performer

Bradford Metropolitan District Council  
Conwy County Borough Council  
Denbighshire County Council  
Derbyshire County Council  
East Ayrshire Council  
Gateshead Metropolitan Borough Council  
Torfaen County Borough Council

Winner: Gateshead Metropolitan Borough Council

## Cemetery and Crematorium Services

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### Best performer

Aberdeen City Council  
East Ayrshire Council  
Flintshire County Council  
Halton Borough Council  
Knowsley Metropolitan Borough Council  
North Ayrshire Council  
South Lanarkshire Council  
Stafford Borough Council  
Wyre Borough Council

Winner: Knowsley Metropolitan Borough Council

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**Camms.**

### Most improved performer

Derbyshire County Council  
East Ayrshire Council  
Knowsley Metropolitan Borough Council  
Rotherham Metropolitan Borough Council  
Stoke-on-Trent City Council  
Tayside Contracts

Winner: Rotherham Metropolitan Borough Council

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D  
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### Most improved performer

Aberdeen City Council  
Durham County Council  
East Ayrshire Council  
Flintshire County Council  
Knowsley Metropolitan Borough Council  
Stafford Borough Council

Winner: Flintshire County Council

## Parks, Open Spaces and Horticultural Services

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### Best performer

Aberdeen City Council  
Conwy County Borough Council  
East Riding of Yorkshire Council  
Eastleigh Borough Council  
Rochdale Metropolitan Borough Council  
Stafford Borough Council  
Wigan Metropolitan Borough Council

Winner: Eastleigh Borough Council

## Refuse Collection

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### Best performer

Corby-Kettering shared service (borough council)  
East Renfrewshire Council  
East Riding of Yorkshire Council  
Gateshead Metropolitan Borough Council  
Hull City Council  
Huntingdonshire District Council  
North East Derbyshire District Council  
South Lanarkshire Council  
Wakefield Metropolitan District Council

Winner: Corby-Kettering Shared Service (Borough Council)

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**Pictorial  
Meadows**

### Most improved performer

East Riding of Yorkshire Council  
North East Derbyshire District Council  
North Lincolnshire Council  
Rochdale Metropolitan Borough Council  
South Lanarkshire Council  
Wakefield Metropolitan District Council

Winner: Wakefield Metropolitan District Council

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### Most improved performer

Darlington Borough Council  
Dudley Metropolitan Borough Council  
Huntingdonshire District Council  
Knowsley Metropolitan Borough Council  
North Warwickshire Borough Council  
Stroud District Council  
Telford and Wrekin Council  
Warrington Borough Council

Winner: Huntingdonshire District Council

## Roads, Highways and Winter Maintenance

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### Best performer

Angus Council  
Bolton Metropolitan Borough Council  
Caerphilly County Borough Council  
Inverclyde Council  
Milton Keynes Council  
Moray Council  
Renfrewshire Council  
Shetland Islands Council

Winner: Milton Keynes Council

## Sports and Leisure Facility Management

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### Best performer

East Riding of Yorkshire Council  
*East Riding Leisure Bridlington*  
Gateshead Metropolitan Borough Council  
*Birtley Swimming Centre*  
Huntingdonshire District Council  
*One Leisure St Ives (Indoor)*  
Lancaster City Council  
*Salt Ayre Leisure Centre*  
North Lincolnshire Council  
*The Pods*

Winner: North Lincolnshire Council  
*The Pods*

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### Most improved performer

Dudley Metropolitan Borough Council  
East Ayrshire Council  
Hartlepool Borough Council  
North Lanarkshire Council  
Nottinghamshire County Council  
Renfrewshire Council

Winner: Renfrewshire Council

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### Most improved performer

Chelmsford City Council  
*Chelmsford Sport and Athletics Centre*  
Corby Borough Council  
*West Glebe Sports Pavilion*  
East Riding of Yorkshire Council  
*East Riding Leisure Bridlington*  
Gateshead Metropolitan Borough Council  
*Birtley Leisure Centre*  
Rotherham Metropolitan Borough Council  
*Rotherham Leisure Complex*

Winner: Gateshead Metropolitan Borough Council  
*Birtley Leisure Centre*

## Street Cleansing

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### Best performer

Conwy County Borough Council  
Dudley Metropolitan Borough Council  
Eastleigh Borough Council  
Gedling Borough Council  
North East Derbyshire District Council  
South Lanarkshire Council  
Stafford Borough Council  
Wakefield Metropolitan District Council

Winner: Eastleigh Borough Council

## Street Lighting

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### Best performer

Derbyshire County Council  
Inverclyde Council  
Isle of Anglesey County Council  
Moray Council  
Northumberland County Council  
Plymouth City Council  
Rotherham Metropolitan Borough Council  
Telford and Wrekin Council  
Wigan Metropolitan Borough Council

Winner: Wigan Metropolitan Borough Council

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### Most improved performer

Bolsover District Council  
Gateshead Metropolitan Borough Council  
Gedling Borough Council  
Huntingdonshire District Council

Winner: Gateshead Metropolitan Borough Council

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### Most improved performer

Dudley Metropolitan Borough Council  
Durham County Council  
East Ayrshire Council  
East Renfrewshire Council  
North Lincolnshire Council  
South Ayrshire Council  
South Gloucestershire Council  
Telford and Wrekin Council

Winner: East Ayrshire Council

# Transport Operations and Vehicle Maintenance

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## Best performer

East Renfrewshire Council

North Ayrshire Council

North Warwickshire Borough Council

Renfrewshire Council

Tayside Contracts

## Most improved performer

Cherwell District Council

East Renfrewshire Council

Moray Council

Renfrewshire Council

Rotherham Metropolitan Borough Council

Shetland Islands Council

Winner: East Renfrewshire Council

Winner: Renfrewshire Council

Thank you to all of our award category sponsors and huge congratulations to all of our winners!



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Free of charge

Data completion training is free of charge to performance networks members and helps in both understanding the performance networks reports and activities as well as more technical training on completing the data templates.

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- Complete the data templates as accurately as possible

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