

# COUNCILS



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# Editorial



Paul O'Brien  
Chief Executive, APSE

## The heat is on

There is now a sense of urgency when it comes to the climate emergency declared by the UK government; this following on from the dozens of councils who have already made a pledge to tackle climate change. Scientists are now clear that to avert further rises in the earth's temperature action on greenhouse gas emissions must be rapid to avert environmental catastrophes.

The Intergovernmental Panel on Climate Change (IPCC) was clear in its October 2018 report that globally we must arrest the temperature rises, now indisputably linked to human actions, to 1.5 °C (2.7 °F). This is, they argue, a target that is possible but not without radical action. Avoiding a rise of 2 °C would significantly reduce the impact on human health, our global ecosystems, and help avert extreme weather events.

So why is this an issue for local councils? APSE would argue that as stewards of the local place there is an inherent duty on local councils to do our bit. This is not something that should be neatly carved out as being the sole responsibility of a sustainability officer or green policy officer but an organisational priority that needs to be owned by the leadership of the local council but equally delivered by all departments, all services, all suppliers and of course residents.

Greening services has long been an APSE theme (even before it was 'trendy' to do so!) and this reflects in how we are responding to our member councils. APSE Energy is providing excellent advice on renewable energy and energy efficiencies decarbonising energy in local areas. Through our advisory networks in waste and recycling, transport and highways, FM services and public realm we are supporting councils on waste and resources strategies, greening fleet, avoiding food waste and optimising opportunities to ensure that at every level we take action to reduce the environmental impact of our actions as local councils and support others in the local economy to do the same.

Local councils are by far not the worst offenders in carbon emissions; indeed many council are already streets ahead of other industries in greening services. But we can go further. Climate declarations need to be more than a statement of intent. We need these declaration to rapidly transition into action. Those actions need to plan for short, medium and long-term sustainability. There is a huge question of intergenerational and international fairness within the climate emergency sphere. Future generations will be unforgiving if our legacy to them is a world that is not fit for them to safely inhabit.

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# Report Back

A round up of APSE advocacy and events

## Annual Seminar 2019 - Save the date

**Wednesday 11 – Thursday 12 September**

APSE is delighted to announce details of the APSE Annual Seminar 2019. The Seminar (including the APSE AGM and APSE Annual Service Awards Charity Dinner) will take place in the historical and cultural city of Newcastle. This year's programme takes a special focus on how local councils can deliver for local people and local economies, celebrating a New Municipalism that places local councils at the heart of positive change. For more information, and to book your place, visit the Annual Seminar hub on the APSE website.

## MJ Awards

APSE was once again proud to sponsor the "Best Council Services Team" category at the MJ Awards 2019. The ceremony - held at London's Hilton Hotel, Park Lane on 26 June - was hosted by BBC presenter and journalist Stephanie McGovern. APSE Chief Executive Paul O'Brien presented the winning council - East Riding of Yorkshire Council - with their award. Congratulations to East Riding, and to all of this year's finalists!



Presenter Stephanie McGovern joins APSE Chief Executive Paul O'Brien and the team from East Riding Council for a photo opportunity following their success at the MJ Awards 2019.

## APSE at the LGA

APSE hosted two strategic forum events at the LGA. Tuesday evening welcomed delegates to a climate emergency discussion chaired by Cllr John Clarke, Leader of Gedling Council, where the role of local authorities in using frontline services, as well as policy responses, to take forward practical actions on climate declarations provoked a lively debate. Wednesday lunchtime, at an event Chaired by Cllr Robin Brown of Northamptonshire Council, heard from Cllr Giles McNeill, Leader of West Lindsey Council alongside Cllr Kelham Cooke, Deputy Leader of South Kesteven explored the issues of commercial activity and income generation with a fine balance between using 'profit for a purpose' and public and political perceptions.

## APSE in the national press

On 29 May, APSE's insourcing report featured in the article *Why councils are bringing millions of pounds worth of services back in-house*. You can learn more about the report on page 14. On 10 July, APSE Energy's new report - Local authority climate emergency declarations - featured in the article *Climate crisis: can councils deliver on bold promises to cut emissions?* You can learn more about this report on page 10. To read both articles, please visit the Guardian website.

## Association of Liberal Democrat Councillors 'Kickstart' weekend

APSE hosted two workshops at the Liberal Democrat's 'Kickstart' weekend sharing information on APSE's Neighbourhoods Campaign in Staffordshire on the 29 June. Details about APSE's neighbourhoods campaign and a model motion for councils to support can be downloaded from the APSE website. Why not take the model motion forward in your council?

## Parks Action Group

On 4 June, APSE Chief Executive Paul O'Brien updated Parks Minister Rushi Sunak MP on the development of a 'greenprint' for 21st century parks skills and knowledge. As Chair of PAG's Knowledge and Skills work stream, Paul also launched a consultation seeking views on some key questions that have emerged from the comprehensive research 'Nurturing Skills for 21st Century Parks' conducted into the current and future requirements for parks management in England. You can download an executive summary of the research from the APSE website.

## Calling local authority Refuse, Recycling, Street Scene, Grounds and Parks apprentices!

Apprentice of the Year applications are now being taken for the Refuse, Recycling, Street Scene, Grounds and Parks seminar. The apprentice awards scheme is open to candidates from all stages of training and have been running successfully for 16 years throughout the UK. The aim of the awards is not only to give recognition to our future tradespersons, but also to the councils themselves who continue to invest in the workforce of the future.

We will be running two award categories at this ceremony:

- Horticulturalist (E.g. Gardener, Horticulturalist etc)
- Street scene /Waste collection (E.g. street cleansing , fly-tipping and graffiti removal, waste and recycling collection etc)

The Refuse, Recycling, Street Scene, Grounds and Parks Innovation Awards will also return. These will again be held with waste and recycling, street scene and parks and greenspace services all being highlighted and their work recognised.

Don't miss out on these excellent opportunities. Visit the APSE website to register your interest or call 0161 772 1810 for more information.

## Calling local authority housing and building apprentices!

APSE is now taking submissions for the Housing and Building Apprentice of the Year Awards 2019! The awards are open to every authority and their partner organisations in the UK. We will be running three award categories in:

- Mechanical and Electrical (E.g: Plumbers, Electricians, Gas Fitters)
- Building Skills (E.g: Bricklayers, Joiners, Plasterers)
- Professional services category (E.g: Architects, Designers)

Entry to these awards is free of charge and successfully short listed candidates and their local authority receive individual awards to recognise the achievements of both the apprentice and the employer. Finalists will be presented with their awards at the APSE building maintenance and repairs seminar 2019 on 3 October in Stoke-on-Trent.

Give your apprentices the chance to prove themselves as winners and see what they can do. Register your interest online for the awards, and receive a portfolio template.

## Scotland

### Rising Star Awards 2019

APSE Scotland is delighted to announce the Gold winners of our Rising Star Awards 2019:

- Mark Cox, East Ayrshire Council Services - Fleet (sponsored by Geesinknorba)
- Tam Rennie, Stirling Council - Parks, Grounds & Streets (sponsored by Contenur)
- Ross Lague, East Lothian Council - Waste & Recycling (sponsored by Zero Waste Scotland)

The winners were announced at the APSE Scotland Fleet, Waste and Grounds Seminar in Aviemore on Thursday 16 May 2019. For a full list of this year's finalists and photographs, visit the APSE website.

## CoPLAR

Following the adoption of the Code of Practice on Litter and Refuse (CoPLAR) 2018 APSE (working in partnership with Zero Waste Scotland, Keep Scotland Beautiful, Renfrewshire and East Renfrewshire Councils, Cosla and the Improvement Service) is still a member of the Monitoring Adoption Group which is working to develop and trial a new updated monitoring system to align with the new set of metrics to assess cleanliness standards within CoPLAR 2018.

## Wales

### Annual General Meeting

The APSE Wales AGM took place on 16 July in Llandrindod Wells with new Chief Executive of the WLGA Chris Llewelyn offering a perspective of local government across Wales. The meeting also saw Cllr Arwyn Woolcock elected as APSE Wales Chair. Congratulations Arwyn!

## Northern Ireland

### Northern Ireland Local Government Awards - Call to entries!

These awards showcase brilliance in service provision, new initiatives and untiring commitment from council officers, councillors and their partners. The Awards offer public recognition whilst giving inspiration

and learning to peers who deliver front line and other key local government services. To download the submission pack and guidance brochure, please visit the APSE website. All completed application forms must be returned by email to Caitlyn King at [cking@apse.org.uk](mailto:cking@apse.org.uk) by 4.00pm on Monday 16 September 2019.

## New APSE Approved Partners:

Welcome  **Resomation**  
NATURAL WATER CREMATION



*Howard Pickard, managing Director of Resomation, receives the Approved Partner certificate from APSE Cemeteries and Crematoria National Chair Cllr Andy Dunbobbin at the APSE Cemeteries and Crematoria Seminar in Birmingham.*

Founded by Scottish biochemist Sandy Sullivan in 2007, Resomation Limited has developed the water cremation process and is introducing this new alternative to flame cremation and burial. Giving people a new choice at the end of life, water cremation is a gentler, environmentally friendly option that provides a natural process using water instead of flame.

Speaking of the partnership, Howard Pickard, Managing Director said, "Water cremation is the more environmentally friendly alternative to flame cremation and burial. With more and more councils across the UK passing Climate Emergency declarations, Resomation's natural approach to cremation - using water instead of flame to return the body to ashes - offers people the choice of a more environmentally-friendly end of life solution. We are confident that through this new partnership with APSE, we can bring significant environmental and financial benefits to local authorities and their communities."

Water cremation uses a water-based solution to speed up the natural process the body goes through with burial. The body is placed in a coffin or shroud made from biodegradable materials and then carefully positioned in a chamber. Instead of using fire, water cremation combines a water and alkali-based solution to provide a gentle method to speed up the natural process the body goes through at the end of life. The remaining liquid is treated in the same way as other fluids from hospitals and embalmers, in time returning to the water cycle.

APSE Chief Executive Paul O'Brien said, "Council bereavement services are currently under real pressure with diminishing burial space and a need to reduce harmful emissions from traditional cremations taking its toll. With Resomation, authorities now have more choice, a water-based cremation option that can help meet the capacity challenges of a growing population whilst reducing their carbon footprint. I am in no doubt they will be real asset to our members."

For more information, visit <http://resomation.com/>

# Ensuring the leadership of the New Municipalism

APSE's latest report examines how chief officers in local authorities are experiencing the shifting landscape of local government and how they are making sense of its leadership challenges. Authors of the report, Professor Steven Griggs, Dr Arianna Giovannini and Dr Neil Barnett, offer insight into an important but relatively neglected corps of actors in local government.

Within local councils chief officers sit at the apex of super-directorates which amalgamate an increasing number of different services, teams and responsibilities. In managing across these directorates, they operate in both administrative and political worlds, with the latter's calculations and rationalities repeatedly framing their thinking and decision-making. But, at the same time, they move in and out of different decision-making arenas, internal and external to their authorities, representing, as they do, the council in new collaborations, partnerships and quasi-regional bodies.

Indeed, chief officers are, our research suggests, increasingly moving up and down different scales of government, thereby moving in and out of different geographies, while navigating the increasingly hybrid landscape of local government.

Our latest report for APSE hopes to contribute to the debates over the future of public leadership, examining how chief officers in local authorities are experiencing the shifting landscape of local government and how they are making sense of its leadership challenges. Chief officers, we suggest, are a relatively neglected cohort in local government, with their roles and how they are exercised, it is fair to say, subject to relatively little, and only sporadic, analysis. Yet, this lack of attention is surprising, given that, as heads of directorates and members of senior management teams, they are often charged with driving forward transformational change and exercising local stewardship, both within and outside the council.

Our research finds that budget cutbacks have increasingly led chief officers to 'live' in the short-term or present, with chief officers recognising the daily challenges of 'firefighting'. But cutbacks have simultaneously demanded a focus on the strategic, a realm of managerial thinking which is often more closely associated with the long-term or future visions. As such, chief officers work to different rhythms or timescales, typified by the temporal pressures of reconciling the strategic and the everyday. Such pressures have been amplified by the transformation of how officers experience time, with officers arguably recognising an 'acceleration' or 'shrinkage' of time.

This transformation comes in part, we suggest, from the speed of information communication

technologies and social media, which have placed increasing communication and administrative demands on officers, particularly in the context of austerity governance, although we note that such demands are not necessarily negative; they can generate increased transparency or accountability of decision-making for example.

Significantly, traditional ways of seeing chief officers no longer exhaust the challenges that they face. The rise of super-directorates has in practice put an end to the dilemma over whether to favour technical or generic skills. All chief officers have to be generalists if they are to oversee the amalgam of services under their responsibilities. Secondly, the image of the Janus-faced chief officer looking at one and the same time to her department and to the broader strategy of the authority fails to capture the multiplicity of spaces within which chief officers move. The tension, at the very least, is no longer between department and corporate responsibilities, but between department, authority, and partnership or regional responsibilities and loyalties. It is this competing assemblage of interests and accountabilities that chief officers increasingly have to navigate.

Finally, the myth of political neutrality may well be repeated and 'grip' the corps of chief officers, but the nuances of the divide between the so-called administrative and political worlds are well known. The worlds of chief officers intersect with those of elected members, as chief officers operate in the political domain both directly and indirectly through how they frame their advice and policy practices. But more importantly, our evidence suggests that the multiplicity of new governance spaces across local government, many of which may be characterised as relatively informal arenas without rules, may well transcend these divides. In short, chief officers play an increasingly complex role in an increasingly complex local government landscape.

## Recommendations

1. The strategic leadership capabilities of local authorities will wither on the vine unless chief officers have the opportunity and spaces to engage in reflective practice; to benefit from mentoring and peer review; and to scan for future challenges and alternatives.

**Chief officers work to different rhythms or timescales, typified by the temporal pressures of reconciling the strategic and the everyday**

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2. Local authorities should revisit and future proof core competency frameworks for chief officers. The skills and capabilities required of chief officers have changed since 2010. And, looking ahead, local authorities should have in place the workforce development plans to drive forward the skills and capabilities associated with serial adaptation, municipal entrepreneurship and place-shaping.

3. Local councils should investigate new ways of working which take account of the broader responsibilities of chief officers, as well as the declining numbers of staff employed by local councils. Traditional ways of working, which often means in practice a default recourse to meetings, boards and processual governance, risk becoming increasingly unsustainable and less and less fit-for-purpose.

4. After almost 10 years of austerity, local councils are facing organisational fatigue, if not, exhaustion. Like all local government staff, austerity has tested the resilience of chief officers. Councils, as part of a strategy of retention, should re-assess how they can further build the resilience of chief officers and all staff.

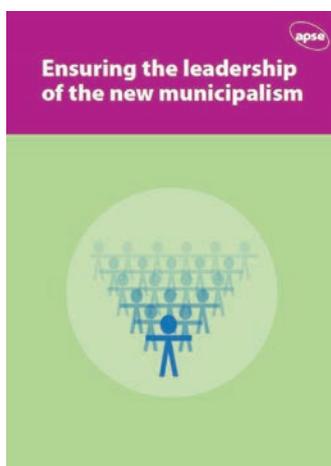
5. Organisational churn and staff turnover can deplete corporate knowledge and dilute organisational memory. Local authorities should audit their internal in-house organisational capabilities, evaluating how they are banking their corporate knowledge and capturing learning and innovation.

6. New forms of delegation, partnership working and collaboration have the potential to stretch traditional mechanisms and practices of accountability. Local authorities should review how far adequate mechanisms are in place to ensure political oversight and accountability; if not, chief officers risk becoming a 'stand-in' for established accountability procedures across local authority landscapes.

• *Steven Griggs is Professor of Public Policy in the faculty of business and law at Leicester Castle Business School, Local Governance Research Unit, De Montfort University. Dr Arianna Giovannini is Senior Lecturer in Local Politics at De Montfort University. Dr Neil Barnett is Senior Lecturer in Public Policy in Leeds Business School, Leeds Beckett University.*

*The full report 'Ensuring the Leadership of the New Municipalism' can be downloaded from the research pages on the APSE Website [www.apse.org.uk](http://www.apse.org.uk)*

*To purchase a hard copy, please email wai lee at [wlee@apse.org.uk](mailto:wlee@apse.org.uk)*





# Feel (and harness) the bern

Across the UK, the national grid has struggled to cope with the growth of domestic solar power generation. By successfully installing batteries alongside solar panels, Berneslai Homes - the arms-length management organisation that looks after the Council's housing stock - has helped to ease the pressure on infrastructure as well as reduce their tenants' energy bills. We take a look at their highly successful two-phased project.



## Panel installation (Phase one)

Renewable electricity generation has increased massively over recent years and this is due in no small part to many small-scale installations found on individual homes.

Across Barnsley, 321 council owned homes have received free solar PV assets - more than 75% of these installations have been on bungalows with elderly tenants. The original solar panels were fitted in autumn 2016 with funding through Energise Barnsley. They are roof mounted on single storey properties with 10 panels on each property and have been operating effectively since they were installed.

All homes have benefited from a solar electricity monitor which helps residents maximise their savings by indicating when the solar panels are generating and when to use the free electricity. In the first year, the tenants saved over £115,000 in reduced electricity bills and over 1,859 tonnes of reduced carbon emissions.

The properties draw electricity directly from the panels when they are producing as the first source of energy used by the tenants. Any energy generated via the panels but not used spills over into the grid. This spill can cause problems for the grid as, at times, it is unable to cope with maximum generation on a sunny day when demand is low.

This has created constraints in some areas where homes with solar panels are clustered and existing infrastructure cannot cope during peak generation without costly upgrades. In many parts of the country - such as in Barnsley - social landlords wishing to install solar panels

on their estates have had to wait to connect the final few properties on their projects until the local electricity network is reinforced to accommodate the full scheme output.

Faced with this problem, Berneslai Homes came together with others - battery manufacturers Moixa, the local DNO, Northern Powergrid and Energise Barnsley - to trial battery storage alongside solar panels.

## Battery Storage (Phase two)

The project commenced in January 2017. Moixa's Smart batteries were selected by distributor Northern Powergrid to be installed in 40 homes and linked in a virtual power plant. The trial used 30 of the homes fitted with solar with the intention of testing how the solution can reduce peak solar output onto the electricity networks when there is low local demand. The trial includes all 30 homes with solar PV panels plus 10 others without.

The intention is to manage clusters of home batteries in a virtual power plant and allow homeowners to use more of their solar energy, thereby exporting less which should significantly reduce peak solar generation output onto the network. This allowed more homes to have solar fitted without the need to invest in the network prior to fitting. The hope is that the insights which emerge from the project would enable panels to be installed on more homes using existing substations and cable networks.

An internet connection was installed into each home so that the performance of the batteries could be monitored from Moixa's offices in London. The link means that the condition and charge level in each battery can be tracked. Problems with the internet link, the charging of the battery and the performance of the solar panels can all be tracked by Moixa. It also enables them to feed stored energy which is likely to be unused by the tenant into the grid when the battery is full. Energise Barnsley benefits from this process as it is paid for the energy generated by National Grid and so it provides a source of income.

Berneslai Homes' own staff are responsible for fitting and maintaining the batteries as well as all of the electrical work that accompanies installing and maintaining them. The operatives, trained by Moixa, receive certificates with a unique operative number; providing them with authority to install, commission and undertake repairs to the units at their request. This has helped upskill the staff further and puts them in an ideal position to carry out future work for the ALMO.

### Savings

The first batteries were installed at the end of January 2017 with no cost to the residents. Solar panels typically cut electricity bills by up to 30% and batteries can add further savings of up to 20% by allowing residents to use free energy generated during the day at night.

One tenant claimed that her bills had dropped from £28 a month to £3; just the kind of outcome that the partners were hoping for.

As with many projects of this type, behaviour change is an issue. The tenants have had to change tariff in order to make the most efficient use of the equipment. For tenants who have not previously done so, changing energy supplier may be something they are unwilling to do. Staff took time to provide information and explain the new equipment and the benefits of changing supplier to each tenant. Specific support has been provided where needed.

Tenants have been passed information about their options in terms of switching energy suppliers and Barnsley MBC's white label supply option - Great North Energy - is promoted by the Council. All void properties are switched to Great North Energy.

Tenants have no interaction with the equipment. They have no buttons to press or dials to turn; there is no need for them to check the equipment; they do not have to submit data over and above normal meter readings and they do not have to worry about the solar panels or battery not providing electricity as they have their original connection to the grid still in place. This ensures that they will still have an electricity supply if there is a problem with the panels or the battery and an interruption to that source. If this happens the supply automatically falls back to the original grid connection.

### Innovation

The first stage of installing roof mounted solar PV in 2016 provided a direct benefit to tenants and proved the concept that solar generation was viable in this geographical area.

Adding batteries to store the energy generated via the panels provided further benefits and a source of income. The fact that tenants were already used to the principle of renewable energy made the move to incorporating batteries that much easier.

This example also shows the benefit of engaging with partners in pilot projects where others can contribute funding. In this case Northern Powergrid provided £250,000 for the storage element of the project.

The national grid network is a fundamental element in the transition to a clean and green economy and it has long been recognised that significant investment is required. APSE Energy has come across a number of projects where grid capacity and access problems have led to the failure of a solar project business case. If battery storage can reduce the likelihood of this happening then it is to be welcomed and this project should provide evidence of such a scenario. This is a further reason why local authorities should re-visit any dormant plans they may have for solar farms.

- *This article was taken from the APSE Energy briefing. To download the full briefing, visit the APSE website. For more information about how your council can get involved in renewable energy, please contact Phil Brennan, Head of APSE Energy on 0161 772 1810 or at [pbrennan@apse.org.uk](mailto:pbrennan@apse.org.uk)*

# APSE Building Maintenance and Repairs Seminar 2019

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### Includes expert speakers:

Tom Tyson, Barrister, Zenith Chambers

Melissa Dillon, Head of Resident Safety Division, London Borough of Camden

Jonathan Linton, Chair in Operations and Technology Management, University of Sheffield;

Matthew Foreman, Director of Customer Service, Your Homes Newcastle;

Peter Gray, Head of Property Services (Housing), Welwyn Hatfield Borough Council

Colin King, Director at BRE

Andrew Briggs, Strategic Manager Energy, Place, Growth & Prosperity Directorate, City of Stoke on Trent Council

Professor Will Swan, Associate Dean, Research and Innovation, School of Built Environment, University of Salford

Sutinder Bassi, Sandwell Council

Kevin Anderson, Service Lead – Corporate and Housing Policy, South Ayrshire Council



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# COUNCILS YOUR PLANET NEEDS YOU



APSE is calling on local authorities to place climate considerations at the heart of every service and every action taken by the council in the short, mid and long term.

In October 2018, the Intergovernmental Panel on Climate Change (IPCC) published a special report warning of the danger of irreversible climate change if we fail to limit global temperature increase to 1.5 degrees Celsius above pre industrial levels. The landmark report outlined that urgent and unprecedented changes are needed to reach the target. The report stimulated the need for action amongst the general public.

Less than two months later, two UK councils - Brighton and Manchester - were the first to declare a climate emergency; setting targets aiming to be carbon neutral by 2030 and 2038 respectively. Since then there has been a wave of climate emergency declarations in local government, with over 100 councils across the UK making declarations.

Like Compulsory Competitive Tendering in the 1980s and austerity in this decade, climate change is set to become the defining issue for local government over the next ten years. Local authorities cannot afford to be behind the curve when it comes to the green agenda.

Climate change will be all-pervasive, which means that a whole range of council services - housing, energy, waste collection, street lighting, transport - will be affected. That is why it requires a corporate and holistic response from authorities; climate considerations are too important to be siloed off in certain departments. Leadership from the very top is required if we are to nurture and embed a culture of joined-up thinking on this issue of vital importance.

At our recent Climate Emergency Seminar in Liverpool, speakers and delegates alike made the case for local authorities to adopt a corporate-wide approach to climate change; stressing that collaboration both within and between councils is key if we are to improve environmental outcomes for local areas. We will be reporting back on this timely event in the next edition of APSE Direct.

One such area where councils can really take the lead on this issue is energy. The municipalisation of energy will enable local authorities to contribute to tackling climate change as well as a number of other outcomes and is an essential approach for any council that is declaring a climate emergency and setting a carbon neutrality target.

APSE Energy was established to promote the vision of the municipalisation of energy and a greater role for the local authority in the energy agenda within their area. APSE Energy's new report - Local authority climate emergency declarations - provides a background

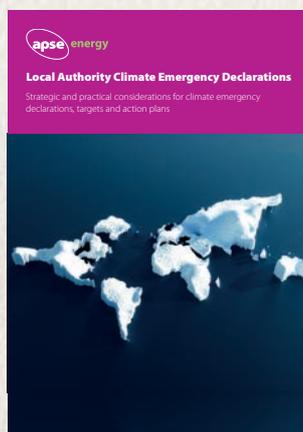
to the climate emergency momentum, looking at the nature of the declarations that have been made and more importantly outline actions that can be taken at a local level to comply with carbon neutrality targets.

The report includes chapters on the tools available to local authorities to drive climate change action, the role of the local authority in this agenda, developing an action plan to meet the target, as well as much more.

APSE can support local authorities when declaring a climate emergency. It is important that the declaration is used well, the local community and economy benefit and that Councils understand why they want to declare a climate emergency and what they intend to get out of it. Specifically, APSE Energy can support local authorities on alternative energy sources, such as air and ground source heat pumps, solar PV, biomass and wind turbines.

Our other publications, such as 'Energy across the authority', look at case study examples of how local authorities are taking advantage of energy opportunities and are therefore a useful source of information when developing an action plan for meeting a carbon neutrality target.

Look out for the new 2019 version of 'Energy across the authority' with new case studies, which will be sent to APSE Energy members in July.



- This publication will be available to all APSE Energy members without charge and a link will be sent separately. Non APSE Energy members may purchase the document. You can view a digital copy of an executive summary of the research on the APSE website at [www.apse.org.uk](http://www.apse.org.uk).

To purchase a hard copy, please email [wai.lee@apse.org.uk](mailto:wai.lee@apse.org.uk)

# It's time to clear the air



“Dirty air is the largest environmental risk to public health in the UK” according to the Health Secretary. To help address this problem, The Freight Transport Association’s (FTA) established its Logistics Emissions Reduction Scheme. Rebecca Kite, Environmental Policy Manager for the FTA, provides an overview of this free-to-join initiative; what it involves, the progress so far, and the benefits it can bring to participating local councils.

The Logistics Emissions Reduction Scheme is a free to join industry initiative which focuses on the recording, reporting and reducing of emissions from freight transport.

The scheme is free to join and open to all companies who operate at least one commercial vehicle, HGV or van. LERS helps companies record and report their carbon emissions from their freight operations and demonstrates their green credentials.

It carries weight with the government, trade associations and buyers of logistics services. Currently, 135 members have joined the scheme and represents over 88,000 commercial vehicles from fleet operators, and local authorities.

Its predecessor, the Logistics Carbon Reduction Scheme, was launched in December 2009 by 12 founding members and was developed in response to the UK Climate Change act and the Department for Transport’s Low Carbon Strategy 2009 to demonstrate that the industry is capable and willing to reduce their emissions without further regulation.

Following the Government’s “Air Quality in the UK” plan to reduce nitrogen dioxide emissions in July 2017, the scheme was relaunched in April 2018 with a new name. Members felt the scheme should be aligned with the governments new focus on improving local air quality as well as carbon reduction agenda.

The scheme is sponsored by industry partner Bridgestone who have supported the scheme since the beginning and new industry partner ExxonMobil who joined at the beginning of 2019. FTA provides admin support to the scheme and their Environment Working group oversees its development. The scheme is independent, and companies do not require an FTA membership to join.

The Scheme also shares best practice with members and has its own dedicated website which has been designed to provide updates on environment policy, regulations and advice on reducing emissions and increasing fuel efficiency.

## Impact of Road to Zero

In July 2018, the government launched their Road to Zero document, which introduced a new voluntary industry-supported commitment to reduce HGV greenhouse gas emissions by 15 per cent by 2025, when compared to 2015 levels. In direct response to this, a new target has been set for the scheme, to align the scheme with the government’s target and enable industry to achieve it. Members are now working towards a 15% reduction in CO2 emissions by 2025, compared to 2015 levels. Companies can use LERS to track their own performance and demonstrate their corporate and social responsibility credentials.

## Members emissions are close to 13% lower per vehicle km than the industry average

Members are asked to provide their fuel usage, and vehicle kilometres travelled for their whole fleet, once a year. Data submissions are completed online, and all information is kept confidential. The data is aggregated to establish a carbon footprint for the scheme and members also receive a report illustrating their year on year progress and receive an annual certificate of membership.

## Progress so far

A report illustrating members achievements is released annually. In the latest report which covers scheme data from 2017, members achieved an impressive 4% reduction in their emissions. Members emissions are close to 13% lower per vehicle km than the industry average, and their fuel bills are 13% lower. Members continue year on year to significantly outperform industry as a whole, which is struggling to reduce carbon emissions at all.

In addition, the Scheme collects the Euro standards of participating vehicles; 48% of the LERS HGV fleet has upgraded to Euro VI, and 44% of members vans are Euro 6. This

demonstrates a commitment to replacing their fleets with newer, less polluting vehicles.

Members are also continuing to trial and implement new, alternatively powered technologies despite the ongoing uncertainty over infrastructure and payback periods and utilise multiple efficiency measures to reduce their remissions including tyre management, periodic driver training and telematics.

## Awards

The Scheme also hosts annual awards to celebrate and recognise the efforts its members are making to improve air quality and reduce their impact on the environment. This year’s Excellence in Innovation award was presented to John Lewis, who have successfully introduced 60 gas tractors, and two 18 tonne rigids which are fuelled by biomethane into their fleet, with a further 200 expected by the end of the year. This will help them deliver their commitment of a 100% biomethane heavy duty vehicle fleet by 2028. Their efforts are aligned with both the LERS objectives and the governments voluntary industry target

Improving local air quality and reducing the impact from transport on our environment is a shared responsibility and we all must play our part in the solution. The Logistics Emissions Reduction Scheme identifies the best ways for freight to improve fuel efficiency, illustrates a continued commitment to reducing emissions and offers support and best practise tips. FTA are proud to support the scheme and would encourage more fleet operators to take part.

Signing up is quick, easy and simple, you can download a Declaration of Intent form from <http://lers.org.uk/> or contact Rebecca Kite, [rkite@fta.co.uk](mailto:rkite@fta.co.uk) for further information.



• *Rebecca gave a presentation on LERS at the APSE Climate Emergency Seminar in Liverpool on 12 July. You can download the presentation for free from the APSE website.*

# Going back to our roots

As part of our “APSE at 20” series, we’ve dug into our APSE Direct (née Direct News) archive to report back on a seminal period in our history – the launch of our Millennium Charter in July 1999. We take a closer look at this key document; why it was created, what measures it contained and the influence it still exerts on APSE today.

Twenty years ago, the Association of Direct Labour Organisations (ADLO) stood at a crossroads. Compulsory Competitive Tendering was soon to be scrapped in favour of a new policy: Best Value. The organisation quickly needed to redefine itself if it was to survive in the twenty-first century.

Following extensive consultation with the ADLO membership, it was decided that ADLO would commit to an ambitious programme of modernisation: the Millennium Charter.

This 11-point plan – launched at our Annual Seminar in 1999 – was designed to expand and capitalise on the core competencies developed by ADLO over its 20-year history.

The 11 measures included:

- A review of ADLO’s name, aims and objectives
- The creation of a benchmarking service - Performance Networks
- The creation of a Best Value Consultancy (the forerunner to APSE Solutions).
- A Principal Advisor recruitment drive
- A much stronger regional focus
- Revitalised advisory groups

Commenting on the Charter, the incoming Secretary Bryan Proud said, “No successful organisation throws the baby out with the bath water. In times of change, it is vital to build on solid foundation. The 11-point plan is the document against which all our future achievements should be judged.”

In the wake of the Charter’s launch at the Annual Seminar in 1999, a ringing endorsement of the new direction the organisation was going to take was received.

The impact of the Charter on the organisation was a seismic one. Performance Networks and Solutions are now an integral part of APSE. The programme helped to modernise and repurpose the organisation and has been key to driving our success over the last twenty years.

APSE has since gone from strength to strength. Performance Networks is now the largest voluntary public sector benchmarking service in the UK. APSE Solutions has become a market-leader; consistently identifying millions of pounds worth of savings for local authorities nationwide.

We are confident that APSE will continue to build on the solid foundations laid down by the Millennium Charter. Here’s to another twenty years of developing strong and sustainable frontline services!





# HSE: Councils must do more to improve health and safety



The Health and Safety Executive is urging local authorities across the country to make a statement of commitment to work with others to improve health and safety standards in the sectors they regulate.

Figures collected by HSE show failures in the management of occupational health and safety in local authority-enforced business sectors result in more than 100,000 new cases of ill health, 5000 major injuries and the deaths of around 10 workers each year.

Authorities predominantly cover the retail, consumer services, entertainment and warehousing/supply chain sectors which account for two thirds of all business premises, around half of the total GB workforce.

Many of those harmed are vulnerable workers not provided with reasonable workplace protection, and around 15 members of the public, including children are killed each year in avoidable incidents because of workplace activity.

Many councils in Great Britain face a challenging environment that impact on the way they deliver a wide range of regulatory services and statutory duties so a Statement of Commitment (SoC) has been developed by the HSE and local authority representative bodies across GB.

It has been designed to strengthen and maintain long term senior commitment to delivery of their legal duty as enforcers of workplace health and safety and asks that councils collaborate with other bodies to deliver effective and correctly targeted solutions to keep workers safe.

The SoC has been endorsed by HSE's Board, the Local Government Association (LGA), the Welsh Local Government Association (WLGA) and the Society of Chief Officers of Environmental Health in Scotland (SOCOEHs).

Councillors, Chief Executives and Heads of Regulatory Services in local authorities are also being encouraged to publicly commit to the SoC and embed the principles within their service plans.

The SoC recognises that:

- Authorities must target and prioritise regulatory resources to meet their legal duties;
- Continued delivery of effective co-regulation will require ongoing evolution in both the local authority and HSE approaches to regulatory delivery, and
- The HSE and local authority co-regulatory partnership plays a vital role in delivering the 'Help GB Work Well' strategy.

HSE launched the SoC on its website in April 2019. It is available to view at <http://www.hse.gov.uk/lau/statement.htm>

For more information please contact [lau.enquiries@hse.gov.uk](mailto:lau.enquiries@hse.gov.uk)

## ...and not forgetting

Summer 1999 also saw the appointment of a new Acting Director for ADLO...

**...and Paul O'Brien**

Paul recently began a six month contract as Acting Director of ADLO. During this period he has been charged with implementing the modernisation programme outlined in the Millennium Charter. Paul was formerly the Association's Principal Adviser (Scotland). In this role he had begun developing links with the new Scottish Parliament and associated local government agencies, as well as the co-ordination of ADLO activity in Scotland.



Prior to his appointment with ADLO Paul was a Research and Marketing Officer with South Lanarkshire Council working on a number of Best Value projects and initiatives. When previously a Trainee Manager with Strathclyde Regional Council Paul spent two years on secondment to ADLO as Scottish Secretariat from 1994 to 1996.

Paul graduated last year from Glasgow Caledonian University with a Masters Degree in Business Administration, carrying out a 21,000 word dissertation on Best Value in his final year for which he was placed in the top three in his year.

Make sure you don't miss out on this year's Annual Seminar in the Newcastle Civic Centre. For programme and speaker details, please see the insert flyer. Alternatively, visit the Annual Seminar hub at [www.apse.org.uk](http://www.apse.org.uk)



# Rebuilding Capacity: The case for insourcing public contracts

APSE's latest research explores the growing phenomena of insourcing - bringing back outsourced contracts back into the operation and control of local councils.

Arguably the UK pursued New Public Management through almost all spheres of UK public services and to a much greater extent than the US and Europe. The advent of Compulsory Competitive Tendering (CCT) in the early 1980s through to Best Value first introduced in the late 1990s, were both centred on the shared concepts of competition and to an extent market disciplines. Mechanistically different but both intrinsically wedded to the belief that public services could be neatly carved into productive units and subject to the same measurements and disciplines as any other type of 'business'. The emphasis on a balance of quality and price within Best Value perhaps provided a comfort blanket to outsourcing but it failed to address the structural risk inherent within it; a loss of direct control, a loss of flexibility and the complexities of managing a third party relationship.

This research report is not the first to explore the complexities of outsourced public sector contracts but a key difference to preceding reports is that it is written at a point where UK local government has been subjected to unprecedented pressures on local government finance. The scale of insourcing appears to be increasing as local councils grapple with on-going austerity. Whilst many commentators have suggested that local government is no longer capable of direct delivery of public services these assumptions are rigorously challenged.

The reports finds that capacity can be rebuilt to enable local councils to once again provide direct services. Whilst the most hollowed out councils will face the biggest challenges capacity can be assured through the operation of TUPE, internal secondments of management teams and external interim management and recalibrating structures to accommodate returning services.

The reports recommendations are:-

Insourcing should be considered by public policy makers as a viable delivery option when appraising the future of outsourced contracts. It should be included as a routine option in all appraisals and genuinely and robustly considered.

Public bodies like local councils should having a rolling calendar review in advance of contract end dates or break clauses. This will ensure that adequate plans and arrangements can be put in place to ensure insourcing is a workable option rather than being forced into contract renewals either on a short term or longer-term basis. This places more

power back in the hands of the client local council.

Insourcing should embrace the principles of good governance, transparency and accountability over locally provided services. Elected local councillors should be fully apprised of the benefits of insourcing in supporting accountable local services.

Insourcing should be viewed as a form of innovation in both service delivery and resource allocation. Insourcing planning should encompass immediate operational continuity alongside longer term plans for service improvements which align to local needs and strategic objectives.

Capacity to insource can be secured through the support of specialists such as interim managers, secondments from other councils and the returning workforce through the operation of TUPE. Capacity for future delivery options should be considered a risk factor in any future outsourcing. Hollowing out core services leaves public bodies open to contract failure risks. A perceived lack of capacity to insource is not an insurmountable barrier.

Insourcing can be used to support local economies, and the environment, through jobs, skills, supply chain management and local spend. This should be evaluated when insourcing is considered and fairly weighted on any options appraisal.

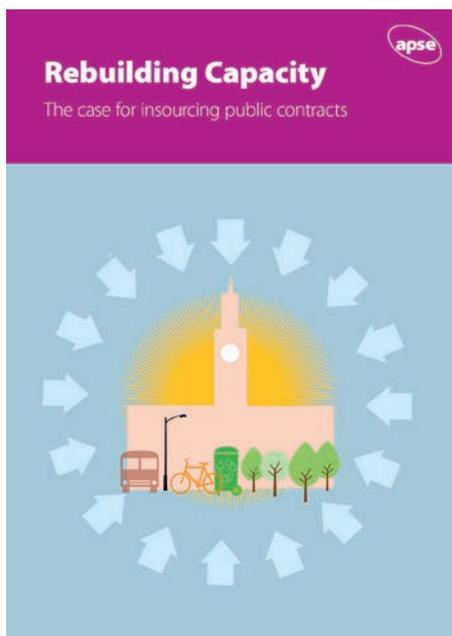
Trade union and workforce involvement in insourcing discussions are both essential and helpful and should be encouraged. The research shows they are best placed on the ground to know where outsourced contracts are failing to deliver. Use the knowledge of the people who deliver the services.

Get the right people to drive insourcing! Insourcing may not be an easy option. For some councils this can be a messy process of putting in place new systems whilst integrating IT, finance, HR procedures, fleet, assets and operational delivery plans. Use a resilient project team who are enthusiastic. Mistakes will be made along the way but the right people will deliver.

- *Mo Baines is APSE's Head of Communication and Coordination and author of 'Rebuilding Capacity: The Case for Insourcing Public Contracts'.*

The full report can be downloaded at [www.apse.org.uk](http://www.apse.org.uk).

To purchase a hard copy, please email wai lee at [wlee@apse.org.uk](mailto:wlee@apse.org.uk)



## Examples of insourcing success



**Nottingham  
City Council**

### What did the council insource?

Catering, building maintenance and repairs contracts

### The benefits of insourcing?

An immediate reduction of 17% of costs. In-house savings of some £0.5m were realised through service efficiencies, including better ways of planning and delivering the services.

### What did the council insource?



**ISLINGTON**

Building cleaning, waste, recycling, street cleansing and grounds maintenance contracts

### The benefits of insourcing?

Payment of the London Living Wage to Council staff. Savings in refuse collection reached £1m, whilst savings of £660k were identified in litter picking / street cleaning services.



### What did the council insource?

Refuse collection and streetscene contracts

### The benefits of insourcing?

An immediate efficiency saving of £1.4m with a further £2m set to be realised over 3 years. Workforce is also more stable with less reliance on agency workers.

### What did the council insource?

Leisure services contract

### The benefits of insourcing?

Savings of £750,000 per annum against the outsourced model. Fitness refurbishment at all of the leisure centres has increased customer satisfaction. Employees at the leisure centres now receive the Living Wage.



### What did the council insource?

Housing maintenance and repairs contract

### The benefits of insourcing?

The Council is on target to generate a surplus of £5M. Furthermore, 76% of the company's spend is within the Stoke on Trent area postcodes; helping to keep the Stoke Pound in Stoke and reducing the demand on other Council services.

### What did the council insource?

Grass cutting and public conveniences

### The benefits of insourcing?

As well as the initial contract savings through self-management of the performance and control over variations to services, the in-house service has provided the scope to look at how the service can be better integrated across other services.



# Fraud, what is it good for?

## Absolutely nothing!



Fraud is on the increase and is now an epidemic costing the UK £110 billion a year, according to the Financial Cost of Fraud 2018 Report. The new 2019 figures from Action Fraud also reveal that nearly £35 million was stolen in cyber crimes reported to UK police forces between April and September 2018. APSE Direct spoke to Pinsent Masons' Jenny Craven, Senior Associate, and Tom Fayle, Trainee Solicitor, about this growing threat to local authorities.



Pinsent Masons

One of the great financial risks local authorities face is exposure to fraud. The CIPFA Corruption and Fraud Tracker 2018 estimates that the total value of detected or prevented fraud in the UK was £302 million in 2017/2018. While this might appear substantial, when compared to the £110 billion that fraud is estimated to cost the UK per year it barely registers.

The types of fraud that local authorities may encounter vary widely in terms of scale and complexity, from sophisticated external attacks, such as cyber fraud, to more underappreciated, 'internal' types of fraud, like employee fraud. Therefore, local authorities must be equipped, so far as possible, to prevent all variants of fraudulent activity and, where fraud is successfully perpetrated, to take the appropriate steps to attempt recovery.

'Invoice hijacking' is one of the most difficult forms of fraud to guard against, typically being where an email account is hacked and a legitimate invoice is replaced with one where the bank details have been amended to those of the fraudster. In many cases, victim organisations remain unaware for some time that their systems have been compromised, allowing significant sums to be diverted. Often, the most effective means of preventing such attacks are the simplest. For instance, a tried-and-tested strategy, when transferring large sums of money, is to send a token payment first and only to send the remainder once confirmation from the intended recipient has been received. This idea underpins the 'confirmation of payee' checks, where banks will check that account names match up with account numbers, that were due to be introduced in 2019 (now likely to be implemented in 2020).

On the other end of the scale, fraudulent claiming of expenses, and similar internal employee fraud schemes, can be no less effective a drain on local authority finances; indeed, often more so since there is a natural presumption of trust between employer and employee which allows for long-term abuse of that trust. Whether it be the inflation of legitimate expenses claims, failure to repay advances on wages, or claiming illegitimate overtime (to name but a few), these activities often go undetected. Again, the key to early detection is to

have robust, simple procedures in place to audit internal finances and properly flag potential issues.

Another form of fraud that can be notoriously difficult to detect and investigate is procurement fraud, a term that covers a broad range of issues. A classic example is where suppliers inflate invoices, but it can also involve elements similar to internal employee fraud, as above, where members of the procurement team are complicit in bid-rigging or purchasing unnecessary goods or services. In instances of the former, having clear and easily accessible records of agreements and correspondence allows discrepancies in invoices to be identified. The latter is much harder to address, but requiring employees to declare conflicts of interest and giving the authority's anti-fraud personnel adequate powers of oversight are a good foundation on which to build.

A related issue for local authorities to consider is the prospect of bribery. Although not all of the offences under the onerous Bribery Act 2010 are likely to apply to a local authority (one notable example being that the section 7 offence of a commercial organisation failing to prevent bribery arguably does not apply to statutory bodies), they should still be aware of the risks. Chief among these are reputational issues, such as the embarrassment caused by a local authorities' association with a contractor who is found to have contravened the Act. One way to address this is to require an explicit right to audit the contractors' books and treat contraventions of relevant anti-corruption requirements as events of default leading to termination of contracts. Whilst this would not necessarily prevent bribery, it would indicate that the local authority had taken appropriate steps to discourage such activities and that it had appropriate means to respond.

**Invoice hijacking is one of the most difficult forms of fraud to guard against, typically being where an email account is hacked and a legitimate invoice is replaced with one where the bank details have been amended to those of the fraudster.**

Although the risk of fraud can never be wholly eliminated, no matter how rigorous the safeguards, a significant part of the problem frequently stems from an inadequate identification of risk. Being able



## Adapted homes: Empowered lives

On 8 May, Versus Arthritis published a new policy report looking at the impact of home aids and adaptations for people with arthritis, and the barriers that people face when trying to access them. Ollie Phelan from Versus Arthritis spoke to APSE Direct about the report, and its relevance to local authorities.

There are over 10 million people in the UK living with arthritis. That's one in six, with over half of those living in pain every single day. The impact is huge as the condition intrudes on everyday life – affecting the ability to work, care for a family, to move free from pain and to live independently.

Our recent report found that 60% of people with arthritis - across all genders, ages, and severity of condition - use an aid or adaptation. From perching stools and grabbing tools, to rails and stairlifts, these aids can prove invaluable to people with arthritis and related conditions such as back pain, helping them achieve a better quality of life and maintain their independence in the home. 95% of people with arthritis in the survey said that these products had a positive impact on their lives.

The Care Act (2014) made it a legal duty for Local Authorities to provide aids and minor adaptations to people who qualify, free of charge. Yet too few people realise that they are entitled to this help and too many pay for items themselves, or go without. The charity found that 43% of people living with persistent pain who answered our survey struggled with basic tasks at home for more than two years before finding out what support could be available.

Within a climate of funding pressures, adaptations services are cost-effective for local authorities. In just one example, the Rapid Response Adaptations programme in Wales saved £7.50 in health and care costs for every £1 spent on adaptations.

Jennylyn Williams has lived with rheumatoid arthritis for 20 years. She told us, "Aids and adaptations have taken away the stress of everyday life. They have meant the difference between being able to cook healthy meals or not. The aids mean that my fatigue doesn't get in the way and it's opened up my world again. I've gone from being totally restricted to being able to lead a 'normal' life."

Local authorities can take concrete actions to improve their provision of aids and adaptations now. Firstly, we recommend that local authorities evaluate their information and advice services to ensure that people are aware of the support that is available to them. This will also help self-funders to make good decisions. Secondly, we recommend that local authorities seek out and share best practice in this area.

*To read the report and find out more about the work Versus Arthritis is doing to campaign for better access to aids and adaptations, please contact [o.phelan@versusarthritis.org](mailto:o.phelan@versusarthritis.org).*

to comprehensively map supply chains and potential sources of risk can allow for effective monitoring and precautions which could make all the difference. Whilst complex fraud is a real possibility, most instances occur where the basics have been neglected.

In all cases, complex or simple, the element that victim organisations most consistently neglect is what to do once the fraud has been discovered. There is a wide range of options. The most obvious is to report the fraud as a criminal matter. Historically, this meant simply contacting the police. However, under severe budgetary constraints of their own, the police often do not have the resources to investigate allegations of fraud, particularly complex cases. Action Fraud has increasingly taken on the role of a triage system, allowing organisations to report cases and escalating them where necessary, but this does not circumvent the budgetary difficulties that can hamstring the police's ability to pursue cases. A further element to consider is the practicality of a criminal investigation, since the amount of time elapsed prior to discovery of the fraud may impede the police's efforts and evidence in such cases can be scant regardless of how promptly they are detected.

Therefore, whilst reporting cases to the police is an important avenue, the option to pursue a civil claim in tandem should not be forgotten. Civil remedies are an essential, yet much underutilised, weapon when dealing with the aftermath of fraud. There is a broad range of interim remedies available to support civil claims. Freezing orders are just one example; these allow stolen funds to be preserved in the recipient bank account until the claim is successfully concluded, whereupon the judgment can be enforced against the account and the funds returned. If civil remedies were more routinely used, it is possible that this would have the broader effect of deterring would-be fraudsters; at the very least, victim organisations can boost their chances of recovery and their efforts could unearth information that could support any criminal investigation.

In order to give local authorities a much-needed edge, APSE's upcoming Civil and Criminal Fraud Investigations 1-day awareness training sessions offer those on the front line of anti-fraud efforts the opportunity to gain greater familiarity with the threats that they face. Experts from APSE and Pinsent Masons, an international law firm with sector-leading expertise, will offer insights into how best to prevent, identify and remedy instances of fraud when they occur. There will also be an exploration of the pitfalls that organisations commonly fall into.

Dates include:

- 16 October 2019, Glasgow
- 23 October 2019, Manchester
- 22 November 2019, Central London

For more information about the course, and to book your place, please visit the APSE Training webpage. Alternatively, please contact Head of APSE Training Jan Kennedy on 0161 772 1810 or email [jkennedy@apse.org.uk](mailto:jkennedy@apse.org.uk)



# Communication, Communication, Communication

Having achieved the highest recycling rate among Northern Ireland’s councils, Mid & East Antrim Borough Council’s Waste Team were crowned Best Local Authority Service Team at the Northern Ireland Local Government Awards 2018. APSE Direct spoke to Elaine Smith, Waste Manager, about the communication campaign that made this accolade possible

Mid and East Antrim Borough covers an area of about 400 sq miles extending from the River Bann in the west right across to the Antrim Coastline. It has a population of 138,000 and approximately 56,000 households. There are three main towns, Ballymena, Larne and Carrickfergus and a lot of villages and rural areas, so a good urban/rural mix.

The Council’s recycling rate had been sitting at 45% for a few years. There was a strong desire in Council not only to increase this rate significantly, but to play a leading role in the community on sustainable development in all its aspects, including waste resource management.

Following a workshop with Council Officers and Elected Members, there was recognition of an urgent need for a strategic approach to move away from “Waste Disposal Services” towards “Waste Resource Management Services”- with the associated positive environmental, social and financial benefits.

## Aims and objectives

Our first stage involved making the most of the recycling services we already had in place.

With kerbside recycling - specifically food waste - the aim was provide simple to understand messages to change public behaviour and measure the impact on the recycling rate.

With Household Recycling Centres (HRCs), the aim was to change public perception of these centres as dumps and treat them as recycling centres and assess the impact on the recycling rate. The overall objective was to increase the recycling rate over 50% within 1 year and measure the impact this had on the performance of the two services.

## Initial challenges - Kerbside Collections

Making any change to bin collections can risk a negative response from the public. To reduce this risk we worked in partnership with DAERA and WRAP - The Department wanted a regional campaign across all Council areas to capitalise on changes in food waste regulations at that time and were willing to fund it.

We had also been careful to align our communication plan with WRAP’s National Communication Plan. This ensured value for money as we gained the benefit from a regional campaign, whilst being able to tailor communications to our own needs.

Our waste education officer worked closely with the communication team. This was the first time we had gone with one communication across the whole Council area.

We told the comms team the facts and what we wanted – people to do the right thing’ and then allowed them to come up with the design. The design took the form of 4 phases:

### Phase 1 – Feed Me

This involved soft messaging telling people why they should put food waste in the brown bin.

### Phase 2 - Brown is the new Black.

This was the action phase, in which eye catching and clear messaging told people their black bin would not be emptied if it contained food waste. During this phase, householders received information packs containing a letter from the CE explaining rational (economic, legislative and environmental reasons), a leaflet about how to use the service, a sticker to remind you what can go in the brown bin and a roll of 50 caddy liners (delivered free of charge 3 times a year).

This got a significant and positive reaction from householders, during the 3 month period after phase 2 the waste helpdesk received over 6,000 calls and 2,000 e-mails, requesting brown bins and food caddies and operations delivered over 5000 brown bins and 7500 food caddies.

### Phase 3 – Enforcement.

‘Strictly no food waste’ stickers were used to influence the people who still weren’t recycling food. This created a second wave of brown bin and caddy requests.

### Phase 4 – Encouragement stage.

This was about ensuring that the food waste collected is processed locally into compost, re-used in our parks and also given out free to the public during compost week. It is a good circular story for the waste. It was another reason to encourage people to keep up food recycling and to keep the momentum going.

## Initial Challenges – HRCs

Due to the recent amalgamation of three legacy Councils, there were broad differences in the opening hours, operation, performance and customer service within the Council’s five HRC sites. Performance ranged from 90% recycling on one site to 59% on another. We addressed three main areas:

### Implementing controls

First we consolidated opening hours then standardised operational procedures to ensure sites were run and maintained to a consistently high level. Guidance and training was also put in place to manage commercial waste

### Educating staff and householders

We implemented an education and support programme for staff and householders. We re-trained staff with a focus on delivering an

excellent customer service. The team also hosted educational visits by schools and community groups to the site. Information leaflets were produced to ensure householders had full knowledge of what and how to recycle materials on site

#### Improved recycling and re-use services

Investment was secured for redevelopment of the Council's second largest site. We also introduced new material recycling streams such as mattresses and promoted re-use at all sites for paint, bicycles white goods, furniture and DIY.

#### Achievements – Kerbside Recycling

Black bin tonnage landfilled was reduced by 18% and the brown bin organic tonnage recycled increased by 27% in 2017/18.

The Council also recorded the highest recycling rate among NI Councils during Jul-Sep 2017 at 57.5%, an improvement of 8.4% on the same quarter the previous year. The Council also increased its recycling rate by 7.5% in 2017, the highest increase across NI Councils.

An additional 160 tonnes of dry recyclables was collected in 2017 compared to the previous year due to change in behaviour. These improvements led to the Council making an annual saving of £250,000 in disposal costs.

#### Achievements – HRCs

By implementing controls, we improved traffic flow and access to containers for householders. The campaign resulted in a reduction in landfill of 19% across all sites, saving rate payers over £100,000.

Educating staff and householders improved their interaction, site performance, staff motivation and customer service. Of particular note was Sullatober HRC, which increased its recycling rate by 8.3% in 2017.

In terms of accolades, the team was crowned Best Local Authority Service Team at the Northern Ireland Local Government Awards 2018. We also picked up two awards at the Sustainable NI Awards 2018: in the "Safety in Waste" category and the Household Waste Recycling Centre of the Year.

#### Future Goals

The Council plans to start harmonising the kerbside dry recycling scheme in 2019/20 which will require a new communications campaign with clear messaging. The aim is to make recycling as easy as possible for our householders, improve customer service and support our local economy.

In March this year we launched a new communications campaign to encourage customers to sort their waste before visiting their recycling centre to make their trip as quick and easy as possible. This was a regional campaign, funded by DAERA and designed by WRAP.

With our recycling rate on all sites reaching over 70% or more, the Council plans to redevelop a household recycling centre over the next two years and are aiming for 75% recycling across all sites during 2019.

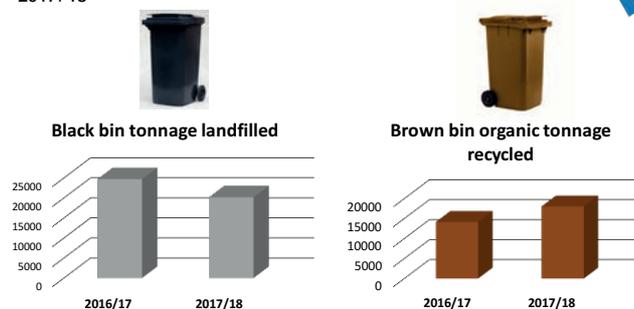
- Submissions for the Northern Ireland Local Government Awards 2019 are now being taken. To download the submission pack and guidance brochure, please visit the APSE website. All completed application forms must be returned by email to Caitlyn King at [cking@apse.org.uk](mailto:cking@apse.org.uk) by 4.00pm on Monday 16 September 2019.



## Outcomes

Black bin tonnage landfilled reduced by 18% in 2017/18

Brown bin organic tonnage recycled increased by 27% in 2017/18



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# Food for thought

On the 27 June 2019, an independent review was launched into the National Food Strategy. APSE Principal Advisor Vickie Hacking provides an overview of the purpose, scope and timings of the review.

The way we produce, distribute, market and consume food raises a series of difficult policy questions which Government cannot shirk. The state already regulates in minute detail how food is grown, and livestock are reared, in order to safeguard both human health and our natural environment. Food Producers are subsidised to an extent no other industry enjoys and the sale and marketing of food for health and other reasons is regulated. From the national curriculum to hospital meals, Government is responsible for a myriad of actions which shape the nation's relationship with food.

The need for Government to review and rethink its influence and role is only increasing. It is not just the case there is a need to reconsider how our biggest manufacturing industry, food and drink, fits into the Government's broader Industrial Strategy; there are other urgent and inescapable policy questions with which Government must grapple.

Globally, this is the first generation more likely to die as a result of lifestyle choices - diabetes, cardiac disease and other obesity-related conditions - than infectious disease. We also cannot afford to ignore new challenges to food security. A growing global population, resource competition intensifying between nations, huge stresses on water supplies, intensive farming and climate change is altering what the land is capable of supplying.

To ensure the security of our food supply, the Government proposes to develop a new integrated National Food Strategy. It is proposed that the National Food Strategy will build on the work underway in the Agriculture Bill, the Environment Bill, the Fisheries Bill, the Industrial Strategy and the Childhood Obesity Plan and it is intended to be an overarching strategy for Government, designed to ensure that our food system:

- Delivers safe, healthy, affordable food; regardless of where people live or how much they earn;
- Is robust in the face of future shocks;
- Restores and enhances the natural environment for the next generation in this country;
- Is built upon a resilient, sustainable and humane agriculture sector;
- Is a thriving contributor to our urban and rural economies, delivering well paid jobs and supporting innovative producers and manufacturers across the country;
- Delivers all this in an efficient and cost-effective way.

The scope will be England, but the strategy will take into consideration the relationships with the devolved administrations, the EU and other partners. It is proposed that the strategy will cover the entire food chain, and will also consider the role of central local councils and city authorities.

Henry Dimbleby has been invited by Defra's Secretary of State to lead an independent review which will consider how the UK's food sector operates currently, and set out options (underpinned by details evidence which includes the associated pros, cons and trade-offs) for adjusting Government policies to achieve the objectives for the strategy. Subsequently it is proposed that the Government's National Food Strategy white paper will be informed by the independent review, among other things. This is planned for six months after the publication of the review.

APSE welcomes that consideration is being given to not only the role of central government departments but also the role that local councils and city authorities can play in meeting the aims of the strategy.

APSE will be looking to engage with the review and will be seeking the views in due course to respond to the call of evidence on behalf of APSE Members. Contact: [vhacking@apse.org.uk](mailto:vhacking@apse.org.uk)



## This is the Future



Andy Mudd, Head of APSE Solutions, reports back from the latest Underground Refuse Systems event in the London Borough of Tower Hamlets.

APSE Solutions latest event was a great opportunity for council waste professionals to see underground refuse collection systems in action. Held in the heart of Tower Hamlets, where URS has been in place for over a decade, delegates heard directly from APSE Approved Partners Sulo and Contenur who, between them, make up a major part of the UK's URS supply chain.

Detailed questions were asked and answered about the suitability of underground bins in a range of locations including parks, tower blocks and terraced housing. There was particular interest in how to get URS incorporated into planning for new developments and how to ensure that future maintenance requirements are met.

One of the highlights of the day was the presentation of Jorgen Dyer, Head of Estates for the Swan Housing Association. He spoke enthusiastically about how underground systems reduce litter on the streets and do away with the need for out of the way bin storage areas that can become associated with a range of anti-social and even criminal activity. Jorgen declared that 'underground bins are the future' with which we agree wholeheartedly.

APSE Solutions has been an advocate of underground refuse collection for some years. Over this period UK waste professionals have shifted from scepticism to interest and many now see a role for going underground in the future. APSE Solutions can advise on different systems and provide assistance with business cases for all kinds of applications, including domestic waste, commercial waste and parks.

- *If you want to find out more about underground bins, please email Head of APSE Solutions Andy Mudd on [amudd@apse.org.uk](mailto:amudd@apse.org.uk) or APSE Senior Consultant Paddy Knowles on [pknowles@apse.org.uk](mailto:pknowles@apse.org.uk). Alternatively, call 0161 772 1810.*

APSE Solutions has recently launched an Underground Refuse Hub on our website. The hub contains all of our latest articles and events on this innovative and increasingly popular refuse system. Visit the APSE website for more information.

# Fuelling creativity in service delivery

Following their success at the APSE Highways, Street Lighting and Winter Maintenance Services Innovation Awards 2019, APSE Direct shines a spotlight on the three bold and highly successful initiatives that came out on top.

## Highways

### Durham County Council

#### Plastic Roads Project

##### The problem impeding service delivery

The Council's maintenance backlog is projected to increase over time, as current funding levels are not sufficient to maintain the highway in a steady state condition. The Council therefore needed to identify new ways of sustaining highway maintenance with lower funding.

As well as highways maintenance, the team is also responsible for waste management.

The current international waste recycling market has been thrown into flux, since China stopped accepting waste from other countries for sorting, recycling and disposal. This has caused significant difficulties and cost pressures for UK waste management authorities, as they have to find new and alternative outlets for sorting and disposing of plastic waste.

##### How did the team innovate to overcome the problem?

Durham's road surfacing contractor, Rainton Construction sourced plastic from MacRebur Limited, which has developed a process for incorporating waste packaging and insulation into asphalt.

The process allows waste plastics, which previously would have been disposed, to be engineered and blended to provide an additive to asphalt, replacing and reducing the amount of fossil fuel bitumen required. The product works with existing asphalt production equipment and installation processes, avoiding the need for new capital investment.

The engineered waste plastic pellets come from a variety of sources including single-use plastics, plastic bags, insulation materials etc.

The project offered the prospect of helping the Council reduce its bitumen costs in road resurfacing and providing an outlet for single-use plastics that otherwise would have been landfilled or incinerated.

In order to test the viability and suitability of

the product for road resurfacing, two trials were undertaken, at Sedgefield, and then at Murton.

At the time in 2018, the Sedgefield A689 scheme was the largest plastic roads trial in the UK. The scheme used 6.5 tonnes of plastic – equivalent to 60,000 plastic shopping bags – as part of a sustainable and cost effective approach to re-using difficult-to-recycle materials.

##### Evidence of success

Using plastic in road resurfacing has offered a number of benefits and outcomes. The scheme has:

- Created an outlet for single-use plastics that otherwise would be landfilled or incinerated.
- Reduced waste disposal costs.
- Meant that less bitumen is required in asphalt by substituting with plastic waste.
- Lowered bitumen costs.
- Reduced carbon emissions.
- Increased elasticity for roundabouts.
- Led to fewer potholes and other defects.
- Improved safety.
- Reduced in CO2 emissions by offsetting the need to dispose of plastics.
- Reduced overall volume of CO2 emitted into the atmosphere.



## Street Lighting

### Conwy County Borough Council

#### Conwy Street Lighting Portal and Digital Transformation Project

##### The problem impeding service delivery

The historic street lighting system presented many operational challenges and hindered service delivery. With no robust mapping system, a large percentage of the asset inventory was incorrectly referenced.

With an inventory in excess of 20,000 units, incomplete and inaccurate locations caused difficulty recording and identifying faults and service requests in the first instance. This impacted on both the general public and the internal work force.

No public interface or mobile technology resulted in reports and faults being reported manually by paper works ticket or verbal instruction. This slow, inefficient processes left Customers without updates and internal staff unable to track the progress of faults.

Electricians relied on narrative descriptions of faults, causing frequent miscommunication of incorrect information.

##### How did the team innovate to overcome the problem?

In 2016, confidence in the quality and accuracy of the street lighting inventory had grown. Therefore, a new customer service public interface was launched. The aim was to



improve the overall customer experience, whilst maximising the use of technology and making data more accessible and transparent to the public.

The simple, user-friendly web interface is accessible online, via PC, mobile or tablet. Clicking on an asset opens a simple form for submitting reports and upload photos. The reports filter into the Asset Management System and are allocated to a supervisor via a tablet who raises and issues works direct to an electrician's tablet.

The portal allows users to select which asset is displayed: street lights, lit signs or lit bollards. All assets are displayed and colour themed by their current status (Green-Working, Red- Fault Reported, Amber-Works Issued). Users can zoom to a street, postcode or CS Reference Number to view and report a fault. Mobile device users can use the GPS Button to zoom into its current location on the map.

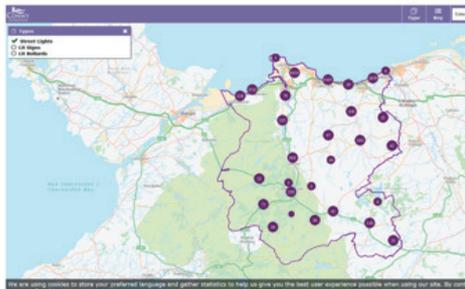
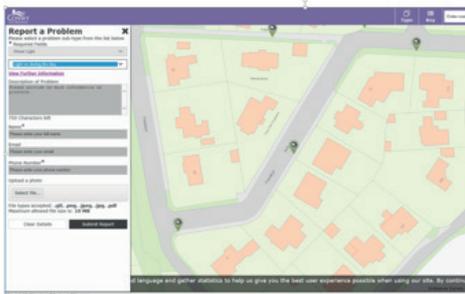
The main benefit is the transparency and ease of reporting. At every key stage of the requests' lifecycle, the customer remains informed and updated throughout. Upon logging the report, the customer receives an automated confirmation email and will continue to receive updates on progress through to completion. When the electrician completes a job on their tablet an automatic email is sent to the customer advising them that works have been completed.

#### Evidence of success

Between 01/04/2018 and 22/01/2019, 1324 Street Lighting requests were recorded in Conwy. 47.2 % of these were using the new online portal.

The percentage of street lamp failures repaired within five calendar days rose to 89.94% in 2017/2018 showing a 5% improvement.

The average number of calendar days taken to repair street lamp failures during the year (KPI) has shown a significant improvement from 6.90 days (2013/14) to 2.30 days in (2017/18), demonstrating a remarkable improvement in service delivery.



## Winter Maintenance

### Northumberland County Council

#### Improving Winter Services in Northumberland

##### The problem impeding service delivery

Northumberland is a unique and diverse county with a large rural area and five climatic zones presenting different problems. 50.9% of our population live in 3.3% of the urban south east and 5000 km plus of roads (97.7%) are classed as rural.

This brings complications to the delivery of winter services, and getting the message out to local residents, workers and visitors was challenging, The Council knew it needed to look for new ways of working.

The age profile of the gritting fleet was increasing, and the Council wanted to look to generate income to help offset future savings.

##### How did the team innovate to overcome the problem?

The team realised it couldn't tackle the problems by one method only so developed a three point approach focussing on:

1. a communications review
2. acquisition of a multi -purpose fleet
3. income generation combined with partnership development

The communication strategy around winter awareness included an information leaflet (updated annually) to inform the public about what the team does and why they do it. This goes to all NCC and Parish Councillors to distribute, with supplies in key places such as info points, libraries and doctors surgeries.

The updated website now features a number of YouTube videos showing all aspects of winter services, filmed in depots, on local roads and featuring the Council's own

workforce. The Team took traffic police out on normal gritting runs to get first hand experience of conditions - part of the ongoing strong partner working with the police force.

The fleet replacement programme allowed the Council to invest in multi-purpose vehicles. The team used Quick Change Bodies which enabled them to use the vehicle chassis all year round on various activities, not just winter services. The team also introduced innovative technological changes in the vehicles such as 360 degree external cameras, visible in both the cab and remotely from a supervisor, thus improving all round safety.

When it came to income generation, the Council developed a partnership with Colas to deliver winter services for an adjacent authority - Newcastle City Council. Northumberland staff provide the management decision; making for treatment across both local authority areas which has proved financially beneficial and gives a cohesive approach to treatment across bordering authorities.

##### Evidence of success

The Council's YouTube video has received in excess of 43k views and the NCC alerts page has 13.5k followers. Current trends show the number of complaints has decreased.

The £2m investment in 13 new vehicles has improved the age profile and significantly reduced the need for intervention, maintenance costs and downtime.

*These summaries have been taken from the APSE Highways Services Innovation Awards brochure. The brochure contains the summaries of every shortlisted submission in 2017, 2018 and 2019 and is free to download from the APSE website.*

# The Northern Powerhouse 5 years on: has it worked?



IPPR North researchers Luke Raikes and Marcus Johns have assessed the impact of devolution and here APSE Direct reports on their findings

The Northern Powerhouse agenda is now five years old. The initial Powerhouse agenda started out as a project to better connect the elements of the north to support growth including transport, technologies, universities and investments. Whilst these remain vitally important the project has now expanded with Elected Mayors, and combined authorities now focusing on skills, health, local economies, natural assets and housing to name just a few of the work-strands to emerge. So has this project worked? And how can success be measured?

Raikes and Johns suggest that whilst this evolution is largely a positive development it is equally important to concentrate on the North's true strengths rather than spreading investment too thinly; this they argue would risk losing focus and definition for the Northern Powerhouse. So what has been the progress to date? Since 2014 they report the election of five 'metro mayors' including Greater Manchester, Liverpool City Region, Tees Valley, Sheffield City Region and the North of Tyne means that over 47 per cent of the North is now governed by a Mayor and over 69% is covered by a combined authority. They also report that Transport for the North – a new regional transport organisation –

has brought forward a £70 billion investment package.

Whilst all of this is positive it is clear that austerity has had a significant impact on the devolution agenda. Raikes and Johns analysis shows that between 2009/10 and 2017/18 the North has seen a £3.6 billion cut in public spending, while the South East and the South West together saw a £4.7 billion rise (in real terms). London also saw a cut in spending, but by far less, at £256 million.

Employment figures are also worryingly stark:

- Public sector employment fell by 37,000, or 2.8 per cent, compared to 1.2 per cent in London, 1.6 per cent in the South West, and 1.7 per cent in the South East.
- Transport spending rose by more than twice as much per person in London (£330 per person) as in the North (£149 per person), in real terms.
- Jobs created or safeguarded by foreign direct investment (FDI) initially rose by 19.9 per cent between 2015-16 and 2016-17 while UK-wide this declined by 7.0 per cent – but this measure then fell significantly in the subsequent year. This means that total FDI jobs fell by 23.7 per cent between 2015/16 and 2017/18 in the North, while falling by 21.5 per cent nationally over the period. Research has shown the North is twice as vulnerable to Brexit as London.

Poverty is also a major factor with the North now seeing 200,000 more northern children living in a poor household, bringing the total number of children living in poverty to 800,000. Pay also continues to be suppressed with weekly pay increasing by just £12 (2.4 per cent) in the North compared to £19 (3.5 per cent) nationally (in real terms) – and over the last ten years weekly pay has fallen by £21. In addition, the number of jobs paid less than the living wage increased by 10.9%. The link between low wages and child poverty appears therefore to be stark in the North.



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Whilst there are many negatives in the IPPR report some positives that they report are:-

- Economic growth was marginally higher in the North than the national average – growing by 10.7 per cent between 2014 and 2017; this compares to 10.6 per cent for the UK as a whole; and 9.7 per cent for the UK excluding London.
- The North's productivity gap with the rest of the country has narrowed slightly: productivity in the North grew more than London or any other English region between 2014 and 2017, growing by 8.5 per cent, and compared to 6.6 per cent nationally. The North has gone from 88 per cent as productive as the UK to 89 per cent as productive as the UK.
- Employment in the North grew by 6.9 per cent – more than UK employment growth, which was 6.2 per cent.
- Manufacturing employment has increased by 55,000 jobs, and professional scientific and technical jobs have increased by 35,000

Whilst there is not necessarily a direct correlation to these outcomes and devolution and some obvious reporting gaps due to a lack of available data nationally on these issues (such as the quality of the jobs e.g. full time, permanent, part time, pay rates) the report argues that these strong foundations can be built upon. The question now for policy makers is whether devolution in the North is more illusory given the decisions in Westminster can still frustrate the actions that Elected Mayors may wish to take in the North.

- *The full report can be viewed at <https://www.ippr.org/blog/the-northern-powerhouse-5-years-in>*

*The report authors are Luke Raikes a Senior Research Fellow at IPPR North and Marcus Johns, a Researcher at IPPR North. The full report also contains links to the original datasets used by the researchers.  
Contact: [mbaines@apse.org.uk](mailto:mbaines@apse.org.uk)*

## A 'one machine solution' for roads and highways



Last month, UK manufacturing giant JCB launched its 3CX Compact Highways Master - a new 'one machine solution' for roads and highways maintenance. APSE Communications Officer Matthew Ellis was invited to the JCB world Headquarters in Rocester for a test drive.

In early June I set off from Manchester to the headquarters of a British Institution – JCB. Fittingly, I was joined throughout my visit by that other British institution – torrential rain. Still, that did not dampen what was a highly interactive day in Rocester.

The visit began with a quick trip around JCB's world-leading backhoe factory. This was then followed by a short presentation on the new product.

The Highways Master is based on the 3CX Compact backhoe loader and differentiated from JCB's iconic yellow livery with a white with red chevrons livery, complete with Traffic Signs Manual Chapter 8 safety decals.

Having been developed over a three-year period with customers in the worldwide road maintenance industry, JCB says its new model will help the industry tackle the UK's pothole backlog and has been designed to specifically meet the needs of local councils and highway contractors.

Following the presentation, it was time for the test drive down the road at the company's own quarry. When behind the wheel, I was struck by how despite its small size, it has retained the same power and speed of the 3CX Standard.

In addition to a multi-functional joystick, the cross-cutting capabilities of the rear planer means resurfacing and repairing Britain's roads is set to become a whole lot easier and safer. With work sites getting smaller and smaller, a key attribute of the Highways Master is that it can work safely within a single carriageway; decreasing disruption for road users.

The versatility of the Master - it can plane, sweep, dig, doze, grab, grade, lift, load, backfill and tow – should see it become a popular choice amongst local authority road maintenance teams.

After the test drive, the day concluded with lunch and a quick tour of the impressive JCB museum back at the HQ. On the train back to Manchester, it was clear that, in stark contrast to the day's gloomy weather, the future is looking much brighter for UK road maintenance.

For more information about the 3CX Compact Highways Master, please visit the JCB website.



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# New research finds 2.5 million Brits without nearby park or green space



Over 2.5 million people across Great Britain are more than ten-minutes walk from a park or green space, according to new research from the charity Fields in Trust. The charity has developed the Green Space Index which, for the first time uses new Ordnance Survey data to comprehensively analyse park and green space provision across Great Britain.

The Green Space Index shows that although Britain has a total of 216,160 hectares of publicly accessible local parks and green spaces (about one and a half times the size of London), less than 6% of this space (smaller than the size of the London Borough of Bromley) is legally protected with Fields in Trust. With public sector cuts leading to pressure on parks and green spaces, there is the risk that a lack of legal protection could lead to more being sold off or developed.

With previous Fields in Trust research demonstrating clear health and wellbeing benefits from regular use of parks and green spaces, the charity is concerned that a large number of people who don't have a park or green space nearby could miss out on these benefits. It is also likely that any future loss of parks and green spaces will disproportionately impact disadvantaged and under-represented communities.

The charity is highlighting the urgent need to secure and maintain the parks and green spaces we currently have and wants local government and landowners to take steps to legally protect parks and green spaces they own.

The Green Space Index also ranks Britain's regions and nations against a minimum standard of park and green space provision. The Index finds that London, Yorkshire and the Humber, the North West and the North East all fall well below the minimum level, with the East Midlands providing exactly the minimum.

England as a whole falls just below the minimum provision but in contrast Scotland tops the Green Space Index. It both provides more green space per person than any other part of in Great Britain (45.86 square metres per person) and has the most legally protected green space (2,143 hectares).

The average amount of green space per person in Great Britain is just over 35 square metres, less than half the size of a six-yard box on a football pitch.

Angela Lewis, Head of Programmes at Fields in Trust, said, "Parks and green spaces are much-loved by people and provide many benefits to society. But our new Green Space Index shows, for the first time, that there is insufficient access to parks and green spaces and that far too few are legally protected, leaving those unprotected vulnerable to loss or development."

**The average amount of green space per person in Great Britain is just over 35 square metres, less than half the size of a six-yard box on a football pitch.**

"It is concerning that millions of people across the country find themselves with not a single park or green space within a ten-minute walk. It is also worrying that many regions across the country are failing to meet even basic standards of provision.

"These findings show that there is an urgent need to ensure the current level of park and green space provision is maintained and review what more can be done to legally protect them for future generations to enjoy."

The Green Space Index is the first time that park and green space provision in Great Britain has been comprehensively analysed. Fields in Trust plan to update the Index on a regular basis, which will allow the charity to track changes in green space provision in the future.

• More information is available from the Fields in Trust website [www.fieldsintrust.org](http://www.fieldsintrust.org)



of total green space provision in Great Britain



of green space provision per person in Great Britain



not living within a ten-minute walk of a green space



of legally protected green space provision in Great Britain



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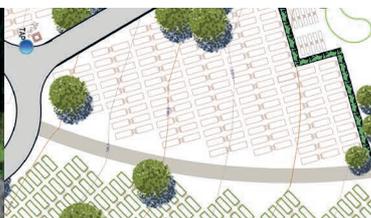
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