

apse annual report 2010



Contents

1 Preface, Councillor Shaun Gallagher, APSE National Chair

2 Foreword, Paul O'Brien, APSE Chief Executive

4 Section 1 The year in profile

6 Section 2 A focus on APSE in your area

10 Section 3 Organisation and services

17 Section 4 Finances

Appendices

21 Appendix 1: APSE members 2009 / 2010

22 Appendix 2: APSE performance networks members 2009 / 2010

23 Appendix 3: APSE National Council members 2009 / 2010

24 Appendix 4: Advisory group and strategic forum chairs and secretaries 2009 / 2010

26 Appendix 5: Seminars, meetings, training and promotional activity 2009 / 2010

29 Appendix 6: Award winners 2009 / 2010

30 Appendix 7: Briefings, publications and media 2009 / 2010

33 Appendix 8: APSE best value consultancy client and APSE partners list 2009 / 2010

34 Appendix 9: Staff and resources

Preface

The past year has been an important one for APSE in terms of looking forward beyond the General Election and defining the role of the Association as we move into an era of public spending cuts and increasing pressure on front-line local government services. It has also been crucial in terms of ensuring that APSE has both the capacity and capability to meet the challenges of this new environment. During my term of office APSE has not only remained at the forefront of promoting quality public services, but also as an organisation is in a very healthy position to meet the needs of its membership as we move into uncertain times.

When I took up the position of National Chair at the Cardiff seminar in September 2009, I made a number of key pledges which included building on APSE's strong financial position and developing a range of services to meet the needs of the membership; beginning to forge greater links within the EU to promote the APSE message of public service excellence; helping local authorities to meet the considerable challenge of climate change and reducing CO2 emissions; continuing to build a strong evidence base for front-line local government services through an enhanced research programme; and building an effective presence for APSE across all of the areas and devolved administrations.

I am delighted to say that we have made strong progress across these themes. APSE has consolidated its financial position and continues to provide a range of services to its members that are valued and address their needs; APSE's research programme has never been stronger with influential research reports on the *'Ensuring Council'* and *'More Bang for the Public Buck'* being launched and other organisations recognising the added value that APSE can bring by commissioning important pieces of work from us on issues such as the holistic benefits of local authority retained housing; local authority new build housing and the role of public services during and beyond the recession.

In addition APSE's National Council has given a strategic priority to issues of sustainability and climate change. We have run some high profile events on how front-line services can address the issue of climate change and we have begun to develop a programme of work to support the needs of APSE's membership in areas such as renewable energy and the Carbon Reduction Commitment (CRC). APSE has also continued to act as an advocate on behalf of its members across the U.K. and Northern Ireland. We have built strong links with the Wales Assembly Government (WAG), enjoyed a high profile in the Review of Public Administration in Northern Ireland which has included APSE's Chief Executive chairing the Local Government Reform Joint Forum; and worked on a range of issues with the Scottish Government including Best Value 2 audits. Across England APSE has maintained a strong presence with events and activities taking place in all regions of the country.

It has been a busy and demanding year for me personally, culminating in APSE bringing its annual seminar to my home city of Derry. I would though, like to pay tribute to my National Secretary Ellen Cavanagh from Derry City Council who has been a constant source of help and advice during my tenure of office. I would also like to thank all of my colleagues on APSE's National Council whose support and encouragement has been invaluable to me and to all the members of APSE's staff who provide such excellent service to the APSE membership. I would also like to thank my predecessor as National Chair, Councillor Arwyn Woolcock of Neath Port Talbot CBC who bequeathed me such a strong position to take forward the stewardship of APSE.

Whilst we face difficult times ahead in local government I am confident that APSE's values will endure and that this organisation is capable of forging ahead in unity to tackle the many varied challenges that we face. It has been a pleasure to serve as the National Chair and I look forward to seeing many of you at our annual seminar in Derry which will provide an opportunity for our members to develop their own knowledge and capacity to meet the difficulties ahead.



Councillor Shaun Gallagher
National Chair APSE



Foreword

Over the time that I have served APSE as its Chief Executive it has always given me great pleasure to report year on year the progress made by the organisation and the many successes that we have achieved. Through prudent management of APSE's finances by the National Council and the development of a whole range of services on behalf of our members, we have been able to grow and expand our offer to the wider local government community. I am able to report that despite the very demanding times in which we operate, with public spending reductions and threats to front-line public services, we have been able to ensure that APSE remains both credible and relevant to the new and difficult environment in which local government finds itself.

What has pleased me the most has been the way in which APSE has continued to be a tireless advocate for high quality, effective and efficient public services both through its media profile and in building links with government bodies and other organisations within the local government community. We have never sacrificed our values, but have made them relevant to the demanding climate in which we have to operate. Our external research programme has become an important focus of our work as an organisation. In particular with regard to the local economic and community benefits of front-line local government services where we have been able to demonstrate the cumulative value of public investment and spending to local economies and communities.

But we have also built up a strong portfolio of services around policy and operational advice, seminars, benchmarking, consultancy, interim management and training which complement each other and provide an important resource for our membership. I believe that it is a continuing testimony to our business strategy that we have been able to tailor our offering to the needs of the membership who continue to take up a range of services in considerable numbers.

Our national and regional seminars have addressed a range of important strategic and operational issues for service providers and are very well attended; our performance networks service is an invaluable tool in demonstrating value for money and as part of a local performance management framework which is evidenced in the continued high levels of participation in both data and process benchmarking; the demand for our consultancy and training services remains high and this can be shown both in the increased turnover of these services and in the breadth and take up of a whole range of new products and services including interim management and training for front-line supervisors and staff.

APSE has developed a raft of award schemes in recognising service excellence through the annual service awards; demonstrating best and most improved performance through performance networks; and the various apprenticeship awards which recognise the very best training and skills development that local government services have to offer.

We know that as we enter a period in which there will be a prolonged squeeze on public finances it is bound to impact on local government and the services it provides. We have to support our members in meeting the challenge and provide a range of services and products that address their needs. It will be important as APSE enters a new business planning cycle that we align our offer closely to the challenges facing our members and reflect their priorities in all of the work we do and in acting as advocates on their behalf.

We have a professional and expert staffing complement and have been successful yet again in renewing our Investors in People (IIP) accreditation and we are developing our services to address the challenges that face all of us in local government over the coming few years. I would like to thank our national chair and secretary, Councillor Shaun Gallagher and Ellen Cavanagh for their unstinting and critical support which has been of immense value to me personally. I would also like to thank APSE's governing body the National Council for the way in which they have managed the Association's affairs and in helping to guide APSE through some very uncertain times.

APSE as an organisation and as a brand is as important as it has ever been and will be vital to helping local government services meet the challenge of spending reductions and maintaining the quality of front-line services. I commend this annual report to you.

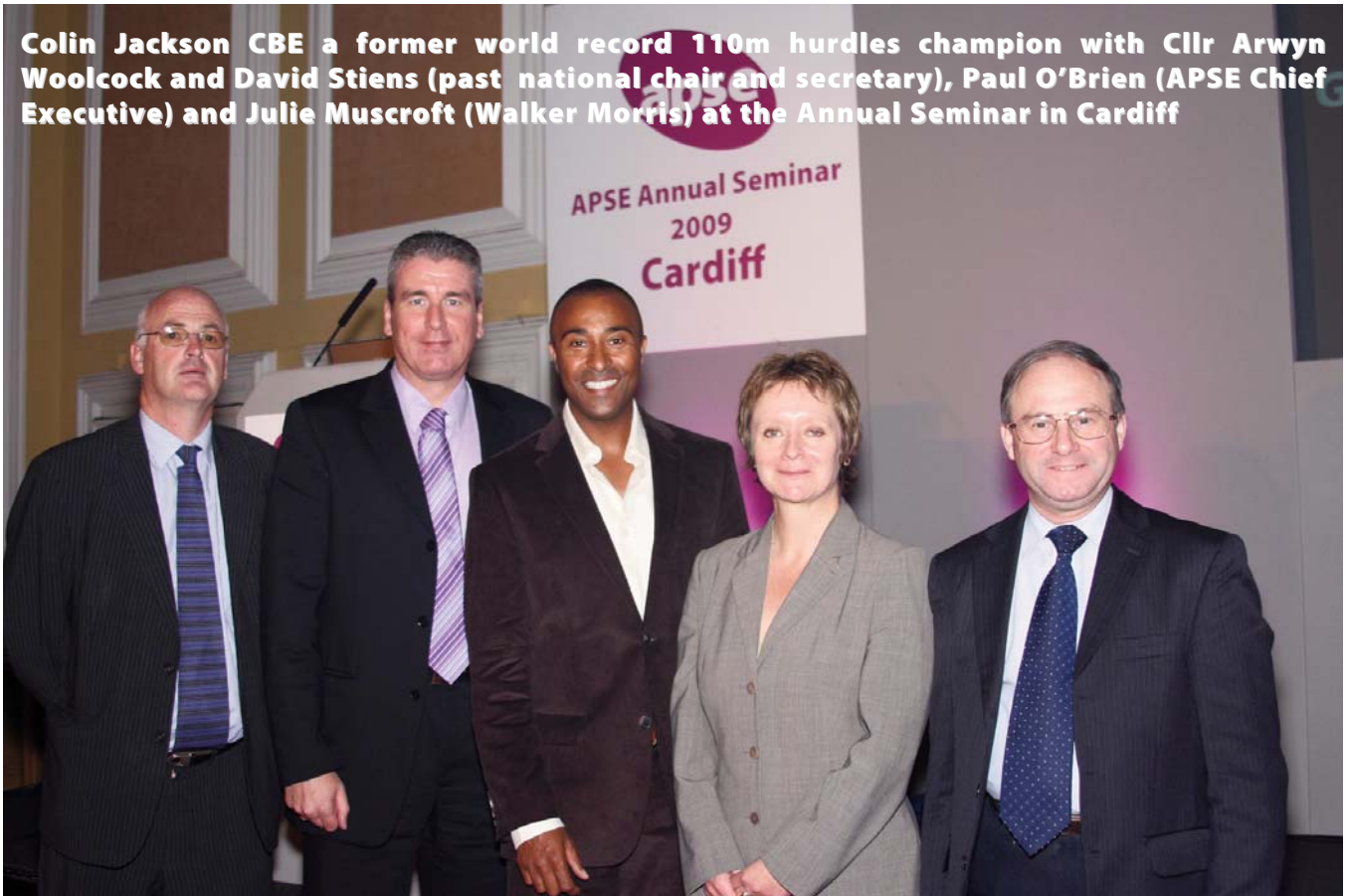


A handwritten signature in black ink that reads "Paul O'Brien". The signature is fluid and cursive, with a long, sweeping underline.

Paul O'Brien

Chief Executive

Colin Jackson CBE a former world record 110m hurdles champion with Cllr Arwyn Woolcock and David Stiens (past national chair and secretary), Paul O'Brien (APSE Chief Executive) and Julie Muscroft (Walker Morris) at the Annual Seminar in Cardiff



Flavia Cacace with Southampton Council, winners of the most improved building cleaning service awards at the Performance Networks Seminar in Blackpool



Section 1 - The year in profile

1. Financial Armageddon or manageable transformation

With a General Election looming throughout the year, there has been to say the least a degree of uncertainty about the future for local government services. The need to achieve ever greater efficiencies coupled with the threat of significant public spending reductions to tackle the budget deficit, has led to a period of prolonged belt tightening across local government.

Much of APSE's work over the past year has been focussed on how local government front-line services can meet the challenge of impending spending cuts and ensure the continued delivery of quality public services. Speaking at APSE's annual seminar in Cardiff in September, Dr. Brian Gibbons the Minister for Social Justice and Local Government in the Wales Assembly Government (WAG) praised the role of APSE in improving local government performance and stated that "APSE has played a key role in promoting quality public services."

Many APSE advisory groups and seminars took as their theme achieving efficiencies in challenging times. At APSE's Performance Networks seminar in December, Richard Reeves the Director of DEMOS argued strongly for an approach to public spending reductions which he described as "progressive austerity" and Valerie Watts the Chief Executive of Derry City Council praised APSE's Performance Networks for concentrating on costs and quality issues arguing that the public sector needed "a strong culture of performance management" to justify value for money.

In October 2009, the TUC published a pamphlet in its Touchstone series entitled "Speaking up for Public Services" which was written and researched by APSE and put forward a powerful case for the vital role played by public services during the recession and in providing a platform for future competitiveness and recovery. The research included a survey of over 2000 public sector managers and trade unionists and interviews with leading figures within local government and think tanks.

2. From affordable homes to new build council housing

Over the past year there has been some major national developments in relation to local authority housing and APSE has played a significant part in the work that saw the announcement of a new generation of council housing and the review of the Housing Revenue Account (HRA) framework.

In 2009, APSE welcomed the announcement by the former housing minister John Healey M.P. that local authorities would be allowed to build up to 4000 new council houses in 87 local authority areas. Many councils including Birmingham, Bristol, Corby and Oxford began programmes of new council house building in response to the demand for new social housing within their communities. In November 2009, APSE and UNISON launched a major piece of research '*a new generation of council housing: an analysis of need, opportunity, vision and skills*' at the House of Commons. Both Dave Prentis the General Secretary of UNISON and John Healey, the Housing Minister spoke at the event.

On 30 June 2009 both CLG and HM Treasury announced the intention to dismantle the Housing Revenue Account (HRA) subsidy and replace it with a devolved system of funding and responsibility 'self financing'. This followed a review of council housing finance begun in December 2007. A further consultation document on the reform of the HRA was issued in July 2009 and in March 2010 CLG published 'Council housing a real future (prospectus)' which set out proposals for the reform of the HRA and sought responses from a range of local government and other organisations. The proposals for self-financing were hailed as a major breakthrough by APSE who had been campaigning for a level playing field for the funding of social housing since 1998.

APSE and the Association of Retained Council Housing (ARCH) have organised a number of events on the review of the HRA and APSE has submitted its response to Government on the proposals for self financing. In March 2010, a joint report by APSE and ARCH was published '*Under one roof*' which looked at the holistic benefits of retained council housing. Both APSE and ARCH recognised that there was a value in having a plurality of housing providers and other social housing options available, but '*Under one roof*' examined the added value benefits of stock retention and management.

3. Realising benefits for communities

The economic downturn has had a major impact on the demand for public services and placed increasing pressure on the importance of securing value from every pound of public money spent by local authorities. Previous APSE research with the Centre for Local Economic Strategies (CLES) had shown that for every £1 invested in local authority front line services a further 64p is circulated within the local economy. In a further piece of work for West Lothian Council using the Local Economic Multiplier methodology (LM3) it was found that for every £1 spent on their Neighbourhood Environmental Teams and Land Services a further 71p circulated within the local economy bringing direct benefits in terms of employment and business.

In February 2010, APSE published '*More bang for the public buck: a guide to achieving community benefits through procurement*' its latest research with the CLES which looked at how local authorities had approached achieving wider social, economic and environmental benefits through procurement. Through a series of case studies it showed that by effective engagement with suppliers, using a proactive approach to the procurement process, including community benefit clauses in contracts and adapting procurement approaches to support local supply chains, many councils had been able to secure a range of positive benefits for their local economies. APSE held a fringe meeting in March at the Conservative Councillors Association (CCA) annual conference in London chaired by the leader of Coventry City Council, Councillor Ken Taylor on maximising community benefits through procurement in order to promote the research report.

4. Defining an ensuring Council

In January 2010, APSE held a major conference at Old Trafford football ground on the theme of the '*ensuring council*' which explored the second in a series of research reports commissioned from Inlogov and De Montfort University on '*neighbourhoods, governance and service delivery*'. The research report which looked at case studies from Birmingham, Edinburgh and Nottingham made a strong argument for the role of local authorities in the stewardship of 'place' which was much more than the enabling model of local government. Dr. Steve Griggs of De Montfort University one of the authors of the report argued that with major strategic priorities facing local government including climate change and responding to the economic downturn "*councils are critical to the delivery of the big picture issues whilst at the same time needing to deliver front-line public services within*

neighbourhoods". This often meant that there were important 'trade-offs' which needed to be negotiated by councils in ensuring the delivery of local services.

With the *'ensuring council'* APSE looked to the future shape of local government and defined a strong role for councils as a provider of services in order to take a lead role in the stewardship of their areas. APSE and De Montfort University have now submitted a bid for Knowledge Transfer Partnership (KTP) funding from the Economic and Social Research Council in order to develop work on the ensuring council around the transformation of local government services and responding to the challenges faced by councils as a result of the economic downturn and the scarcity of funding resources.

5. The environment and the challenge of climate change

Probably the most important challenge facing local authorities is that of climate change and the need to meet new targets on reducing CO₂ emissions. The Carbon Reduction Commitment scheme (CRC) a mandatory emissions trading scheme was announced by the Government in the Energy White Paper (May 2007) and came into force in April 2010. Each year, the CRC will require public and private sector organisations to purchase and submit sufficient allowances to meet their annual emissions covered by the scheme.

APSE held a major national seminar on *'front-line services, climate change and the carbon reduction commitment'* at the Midland hotel in Manchester in July 2009 with Simon Francis the senior policy advisor from the Department of Energy and Climate Change and Stephen Cirell the Programme Director of Cornwall County Council's Green Cornwall programme and a partner with Eversheds LLP. APSE also held an environment and sustainability forum on Climate Change and the implications for local authorities chaired by Councillor Richard Williams at De Montfort University in Leicester in February 2010 which was attended by leading academics and local authority representatives.

A major focus of APSE's work on behalf of its membership has been around the environmental agenda with briefings, advisory groups and seminars all focussing on the vital role of local environmental services in tackling issues such as climate change and neighbourhood working.

6. Devolution and performance in local government

Across England, Wales, Scotland and Northern Ireland the various performance, audit and inspection regimes have continued to develop in ways that reflect different national and regional priorities.

The first round of Comprehensive Area Assessments (CAA) for England was published in December 2009. The CAA replaced the Comprehensive Performance Assessment and in order to provide an overall assessment of how public services are performing the Audit Commission launched the 'Oneplace' website where the Commission, Care Quality Commission, HM Inspectorates of Constabulary, Prisons and Probation and Ofsted are working together to provide an independent overview of the quality of life in local authority areas. Since May the incoming Coalition Government announced its intention to abolish the CAA and develop a "more proportionate approach to inspection that focuses on the highest risks and the needs of the most vulnerable, and avoids duplication and unnecessary burdens on councils".

Local government reorganisation in England created new unitary authorities in Durham, Northumberland, Cheshire, Cornwall, Shropshire, Wiltshire and Bedfordshire from April 2009. APSE has been successful in recruiting many of the new unitary councils into membership and has continued to provide a range of support to the new authorities on service delivery and performance management.

In Scotland the Accounts Commission developed its proposals for the second phase of audits of Best Value and Community Planning (BV2) which draws on continuing discussions with councils and the findings of the independent Review of the Best Value Audit process. The consultation on BV2 concluded in May 2009 and APSE submitted a full response on behalf of its member authorities. APSE also responded to the consultation on the draft guidance for the revised Wales Programme for Improvement (as part of the Local Government (Wales) Measure 2009), generally welcoming the guidance, which includes further emphasis on a number of issues APSE raised as part of the initial consultation process.

The continuing Review of Public Administration in Northern Ireland (RPA) with proposals to reduce the number of local authorities from 26 to 11 has been put on hold following the passing by the Northern Ireland Assembly of the Local Government (Miscellaneous Provisions) Bill in February 2010 which enables the Department of the Environment to make preliminary arrangements for the reorganisation of local government. APSE has continued to work with its member authorities in Northern Ireland to support the RPA process and APSE's Chief Executive was also appointed the independent chair of the Northern Ireland Local Government Reform Joint Forum.

7. The role of front-line local government services and service transformation

Despite the economic recession and reductions in public spending there is a renewed emphasis on the importance of front-line public services. In the run up to the General Election all the main political parties reiterated their commitment to sustaining front-line services, but it is clear that major efficiency savings will need to be achieved in order to redirect scarce resources into vital public services.

APSE has worked with many authorities in transforming front-line services over the past year in terms of delivering more integrated and streamlined services, working on future options for service delivery, generating revenues through trading and charging and challenging major transformational and outsourcing projects that appear to offer more than they can effectively deliver. Councils continue to recognise the enduring value of their in-house front-line services and where services have been previously outsourced a number of authorities have on value for money grounds brought services back in-house. Other developments have included looking at 'arms length' wholly owned local authority companies and innovative approaches to partnership working.

The challenge moving forward into a new era with a new government in Westminster will be to deliver 'more for less' and APSE with its background as an organisation that promotes efficient, effective and commercially aware local government services is well placed to support its membership in a difficult and demanding environment.

Flavia Cacace presents awards at Performance Networks



Workshop delegates at Annual Seminar



Pauline Syms, Service Improvement Manager from Chorley Council runs workshop at Performance Networks

Apprentice of the Year Award Winners at the Highways Seminar, Newcastle



Section 2 - A focus on APSE in your area

APSE Scotland

Councillor Frank Anderson and John Hill from West Lothian Council continued in the roles of Chair and Secretary of APSE Scotland with Councillor Jim McGuigan from North Lanarkshire Council as the Vice Chair.

APSE Scotland has been involved with a whole range of initiatives which includes the Hungry for Success reference group and a study of unit costs in local Government by Audit Scotland. Audit Scotland attended a number of advisory groups to discuss their cost study. APSE Scotland also submitted a full response to the consultation from Audit Scotland on the Best Value 2 audits and has continued to provide briefings and advice to member authorities. Seminars & advisory groups continue to be strong within the area and APSE Scotland has been involved in the creation of a new Scottish Vocational Qualification (SVQ) for Frontline environmental services and waste management.

APSE Northern Ireland

Alderman Hubert Nicholl and David McCartney of Ballymena Borough Council were elected to the roles of Chair and Secretary of APSE Northern Ireland for a period of 2 years. Councillor Eamonn O'Neill of Down District Council was elected Vice Chair. APSE Northern Ireland is also represented by Councillor Shaun Gallagher and Ellen Cavanagh from Derry City Council who are current APSE National Chair and Secretary.

The Northern Ireland Local Government Awards have continued into their second year with APSE playing a significant role. The number of categories increased from 8 in the first year to 10 and there were 68 submissions from a range of services across Northern Ireland councils. The awards were presented at the Northern Ireland Local Government Association (NILGA) conference. Belfast City Council's Community Safety Team won the APSE Local Authority Team of the Year award. APSE remains at the forefront of a continuing partnership of all the main bodies involved with local government in Northern Ireland.

One of the largest audiences in APSE's history of activities in Northern Ireland attended a seminar titled '*Exploring the benefits of community planning and the power of well being*'. The audience was addressed by a range of speakers including Anne Donaghy, Chief Executive of Ballymena BC and councillors from Dumfries and Galloway Council as well as speakers from Department of the Environment, The Community Foundation and the University of Ulster amongst others. There were over 130 delegates and it was a very successful day for all concerned.

With the ongoing Review of Public Administration for local government, APSE continues to focus its events on the requirements of members from a practical and service point of view. Paul O'Brien, APSE Chief Executive, was also appointed to Chair the Local Government Reform Joint Forum as an independent facilitator.

Topics for future events include transport services, the total place agenda, performance management as well as leisure services and community safety.

APSE Southern

The APSE Southern Chair and Secretary, Councillor Ron Manley from the London Borough of Newham and Paul Peters from the London Borough of Enfield were confirmed at the AGM held in Newham on 28 May 2009. The AGM was followed by a visit for APSE members to the Holden Point viewing gallery for the Olympic Park in Stratford. APSE's South and South West Environmental Services Advisory Group has held 4 meetings over the course of the year discussing a range of issues from delivering street scene services on a zonal basis to tackling skills shortages in the parks service and using work study to maximise efficiency. Similarly the Sports and Leisure Advisory Group has also met to discuss future funding options for Leisure.

APSE Southern has organised two very successful housing events in conjunction with the Association of Retained Council Housing (ARCH) to look at the reform of the Housing Revenue Account (HRA) which took place in London on 21 September 2009 and 5 October 2009. A further launch of the APSE/ARCH publication '*under one roof: the holistic benefits of retained council housing*' was held at the Tower of London on 25 March 2010.

APSE Southern has recruited new members including Guildford Borough Council and Adur and Worthing Councils during the year.

APSE South West

APSE South West AGM was held on 23 July 2009 at the Madjeski Stadium, Reading and elected Councillor Richard Williams from Southampton City Council as the South West Chair and Roger Byrne from Swindon Borough Council as Secretary. The AGM was held in conjunction with the South and South West Parks seminar '*Managing Parks in Challenging Times*' which looked at maintaining standards in parks and open spaces in the light of impending spending reductions, developing the skills agenda with LANTRA and tackling anti-social behaviour in parks. APSE South West also nominated Councillor Williams and Roger Byrne as the Prospective APSE National Chair and Secretary for 2010/11.

A further well attended seminar *'Keeping up to date with health and safety: issues for highways, construction, fleet management and transport'* was held at Ashton Court Manor, Bristol on 24 March 2010. APSE's Assistant Chief Executive together with representatives from South Gloucestershire Council also spoke at the South West Highways Service Improvement Group on linking procurement to the local economy which was held at Dillington House, Somerset on 17 March 2010.

APSE South West welcomed Cornwall County Council into membership of the Association and has been active in promoting the innovative 'Green Cornwall Programme' at a national level.

APSE Northern

Under the stewardship of Cllr John Kerr Brown of Warrington Council as APSE northern chair and John Coates of North Lincolnshire Council, as APSE northern secretary the development of APSE northern continues in response to the needs of the members at an area level.

The past year has seen a continuation of the area working lunch events which allow members to debate and share ideas on a single topical issue of concern. Recent events have explored the night-time economy, licensing issues, waste to energy schemes and neighbourhood working. The 2009 APSE northern seminar looked at housing and regeneration within a safer communities theme and included contributions from the Homes and Communities Agency (HCA) and Yorkshire Police.

APSE northern has also seen the successful integration of all new unitary authorities into APSE membership and several site visits to the new members have taken place throughout 2009/2010. This has allowed APSE services to continue uninterrupted to the new unitary authorities and members have benefitted from bespoke briefing sessions and the development of specific 'legacy' reports using APSE performance networks data from predecessor authorities, providing base line data for the new unitary authorities.

APSE Central

Councillor Leon Unczur from Nottingham City Council was elected Chair for 2009/10 supported by his Vice Chair Cllr Wendy Golland from Gedling Borough Council. Gedling's Deputy Chief Executive, John Robinson was elected regional secretary. Cllr Unczur's year coincided with him taking the ancient title of 'Sheriff of Nottingham' and the release of the new Robin Hood film starring Russell Crowe so he was frequently in the media.

APSE held several seminars in the central area, including Leisure at Stoke-on-Trent, Transport at Coventry Motor Museum and Street Cleansing in Birmingham (Aston Villa Football Club).

The 2009 AGM included speakers on *'Demonstrating value for money in Waste Collection'*, *'Improvements in Street Cleansing'* and *'Pay as you throw' does it still have legs?'*

APSE Wales

Councillor David Williams from Neath Port Talbot County Borough Council was re-elected as Chair and Martin Nicholls from the City and County of Swansea was elected as APSE Wales Secretary.

APSE Wales held a seminar in June 2009 with the AGM on *'Making the connections 5 years on'*, which focused on efficiencies, collaboration and performance contained in Making the Connections, Delivering a Shared Responsibility and the Local Government (Wales) measure. A range of speakers included a senior civil servant from the Welsh Assembly Government (WAG), Wales Local Government Association (WLGA), Wales Audit Office, Unison Wales, as well as local authority speakers.

The three APSE Wales advisory groups continue to grow from strength to strength both in terms of numbers of attendees and the range of issues discussed. Over 120 elected members and officers have attended these groups in the past year. APSE provided written evidence and was subsequently invited to provide oral evidence to the Assembly on the legislative competence for culture and other fields Order 2009. APSE was also invited to participate in a Municipal Sector Plan Stakeholder Event, following on from providing a written response to the Welsh Assembly Government on 'Towards zero waste', the new waste strategy for Wales.

APSE Research Publications 2009/2010



Section 3 - Organisation and services

Research

APSE's research programme has continued to develop with both work commissioned from APSE by external bodies and the ongoing partnership research programme between APSE, the Centre for Local Economic Strategies (CLES), De Montfort University and the Environment Centre from Southampton University. This has seen a range of influential research work published over the last 12 months.

In October, the TUC published a Touchstone pamphlet written and researched by APSE entitled '*Speaking up for Public Services: the vital role of the public sector in and beyond the recession*'. UNISON also published another piece of research commissioned from APSE '*A new generation of Council Housing: an analysis of need, opportunity, vision and skills*' which was launched at Westminster with the former Housing Minister John Healey M.P.

At the annual seminar in Cardiff in September, APSE launched '*Achieving Excellence: an elected member guide to performance management*' which was co-written with the LGIU. In November 2009, APSE published the second in a research series from the Institute of Local Government Studies (Inlogov) and De Montfort University entitled '*The ensuring council: governance, neighbourhoods and service delivery II*' which looked at case studies of neighbourhood service delivery in Nottingham, Birmingham and Edinburgh and argued for a strong stewardship role for local authorities in order to ensure effective governance and delivery mechanisms for communities. And in February 2010, APSE and CLES published '*more bang for the public buck: a guide to using procurement to achieve community benefits*'.

Media and press releases

APSE's press profile is high and in 2009/2010 we achieved a total of 274 web-based hits and a further 76 on exclusively hard copy media hits. APSE continues to write regular columns and features in The MJ, LGN, Public Finance, Public Servant, and the Surveyor as well as other national and trade press journals. At a national level APSE has responded to radio enquiries and provided interviews for the national press such as the Guardian newspaper. APSE proactively responded to the recent winter grit shortages by conducting a series of press responses and radio interviews on local governments' approach to ameliorating the impact of severe weather conditions on communities.

APSE has also used the media as a lobbying tool utilising its extensive research programme. Work has been developed on the theme of the ensuring council and of particular interest to the media has been APSE's on-going work on local economic multipliers. APSE's research linked to local economies '*More bang for the public buck*' received widespread coverage in Public Finance, The MJ and a host of other trade press sources for local government.

APSE has also responded to press and media enquiries on the impact of the recession on local government and future financing of local government. We have dealt with issues such as construction cartels and the investigations carried out by the Office of Fair Trading (OFT).

A list of articles and regular media activity is shown at **Appendix 7**.

Direct News

APSE produced six editions of Direct News during the year. The publication continues to share best practice and innovation between APSE member authorities on a UK wide basis. High profile contributors have included Ministers and senior civil servants within the Welsh Assembly Government and Scottish Executive, Westminster and Northern Ireland. APSE partners are also regular contributors with a particular emphasis on legal changes from Eversheds LLP and Walker Morris solicitors on issues ranging from waste to energy schemes through to employment matters.

Trade union views have also been in focus from UNISON, GMB and UNITE alongside Brendan Barber of the TUC all contributing to the broad discussions and issues of interest to APSE members that are reflected within Direct News.

Direct News reaches over 15,000 people as a direct mail, and the web edition of Direct News receives around 1500 hits per month from web visitors. In keeping with APSE's ethos Direct News will continue to disseminate best practice and as the service transformation develops within local government it is envisaged the publication can be further utilised to explore case studies in this field of work.

Workshop delegates at the Performance Networks Seminar in Blackpool



Simon Burrell, Chief Executive, Involve and Valerie Watts, Chief Executive, Derry City Council



Advisory groups and Strategic Forums

The advisory group meetings remain well attended and address a need from APSE members enabling officers and councillors to keep abreast of developments in their areas of responsibility, new projects, best practice, innovations from suppliers and changes in legislation. They are a free service to all APSE members and meet quarterly in Manchester. Agenda topics are raised by members so the content remains appropriate to front line service providers and there is a session to cover Performance Networks issues where relevant.

There are area based advisory groups which run in Scotland, Wales and South/South West. APSE Northern Ireland themed regional meetings perform a similar function to the advisory groups.

APSE's strategic Forums covering environment and sustainability; crime and disorder; asset management and regeneration; and citizen engagement, governance and service delivery have met regularly in various locations across the country and provide an opportunity to discuss important cross service or overriding policy issues for local government. A list of the chairs and secretaries of the national advisory groups and the chairs of the strategic forums is shown at **Appendix 4**.

Website

The APSE website has continued to develop as a source of research and information for member authorities and receives an average of 23,000 hits per month. In 2009 the site benefited from the launch of a trading and charging web portal encapsulating the most frequently asked questions about charging and trading powers, including geographic differences within the devolved administrations. The portal also contains case studies of trading and charging activity.

The website also now provides an online seminar booking facility as well as on-line bookings for APSE training courses and events and carries the latest edition of APSE's *'direct news'* as an on-line resource for members. In addition it provides a free advertisement hub for member authorities to advertise job vacancies.

Seminars and awards

APSE operates its annual programme of seminars based around themed one-day events and service specific two-day seminars. The full seminar programme is included in **Appendix 5**. Attendance continues to be high with around 3000 delegates attending APSE events in 2009/10. The feedback from delegates remains very positive with 85% satisfaction rating.

Most events, both national and regional, are now firmly established in the APSE calendar, such as our annual seminar & exhibition, the national environmental services seminar, the national roads, highways and street lighting services seminar and the Scottish building and housing services seminar. Continued exhibitor and sponsor participation and support allow APSE to keep seminar prices at a competitive level for delegates. Our Apprentice awards scheme is growing year on year with the level of interest from both member and non-member authorities increasing in all areas. This year's winners included:

- Highways & street lighting: Kris Lauder, Gateshead Council
- Male Housing and building - building skills: Paul Cook, East Riding of Yorkshire Council
- Male Housing and building - mechanical and electrical: Douglas Ferguson, Fife Council
- Female Housing and building - building and electrical: Victoria Dempsey, 2010 Rotherham
- Female Housing and building – plumbing skills: Jennifer Taylor, Bolton at Home
- Horticulturist: Pamela Marnie, Fife Council
- Transport and vehicle maintenance: Gary Lothian, Scottish Borders

The annual seminar and service awards in September 2009 was extremely well attended attracting a large number of delegates and guests and a range of high profile speakers to the two day event held at the City Hall, Cardiff. The speakers included Dr. Brian Gibbons, Minister for Social Justice and Local Government, Welsh Assembly Government and Professor John Tizzard, Director, Centre for Public Service Partnership, Birmingham University. There was also an excellent question and answer session in which delegates got the opportunity to listen and pose questions to Colin Jackson, World Record holder for the 60 and 110 metres hurdles.

Over 700 guests came together at the Cardiff International Arena to celebrate the best in local government service delivery at the annual service awards. Sky and BBC News Presenter, Mai Davies who hosted the event said "An overwhelming four hundred submissions were received for the awards this year, with each one demonstrating a clear commitment to the goals of continuous improvement and the delivery of excellence in public services". City & County of Swansea were declared 'Overall Council of the Year for Service Delivery'.

The service awards and performance networks awards winners are shown at **Appendix 6**.

Briefings and network query service

APSE's email briefing service provides members with up-to-date information on developments across local government. During 2009 70 briefings were issued covering a range of strategic and service based topics.

Members throughout the UK make extensive use of the regular network query service with over 16,000 contacts on the circulation list. This service is now replicated through the APSE connect website allowing members to enter and review queries directly.

APSE produces an annual CD-Rom containing all briefing papers, press releases, details of APSE publications and service specific queries issued during 2009. A list of briefings is shown at **Appendix 7**.

Lifelong learning and development

Last year APSE's Lifelong learning and development service developed new partnerships for delivery, 14 new diverse topics to enhance the training programme, and a 100% increase in training events held in-house.

Our new partnership with the University of Hull has given APSE a much higher prominence in schools and educational establishments. The highly successful event on '*Getting the most out of lunchtimes at school*' has shown how valuable the lunchtime supervisor is to the whole school community.

A major objective for lifelong learning and development in 2009 was to raise awareness of the new 'Vetting & Barring Scheme' launched in October. Our partnership with Safer Recruitment Ltd has enabled local authorities and schools to prepare for the impact and implications of this Home Office scheme. A mentoring scheme to motivate and support councils in the continuous improvement of their waste management services led to further partnership work. Our joint work with the Waste Improvement Network (WIN) gave us the opportunity to develop Executive Mentors within nominated local authority waste services.

Within our elected member development programme the Northern Ireland councils of Derry and Strabane took the lead in hosting joint events on community planning and community leadership. Our courses on '*Licensing powers and the night time economy*' have been excellent examples of workshops bringing councillors and officers together on joint concerns in their authorities.

Our Parks and Green Spaces event developed with LANTRA, English Heritage and the HSE, Lifelong Learning has created a rolling programme of new Street Scene Supervisory skills that will continue for 2010/2011.

Details of all training courses run in 2009/10 are shown at **Appendix 5**.

Best value consultancy

The best value consultancy has seen positive growth in 2009/10. The consultancy delivered a total of 89 projects with an increase in the average value of work undertaken, ensuring that turnover increased in line with business plan targets. The year also ended strongly with a healthy order book to take forward into 2010/11.

The strongest areas continue to reflect the core services of the APSE membership. Environmental services and facilities management reviews made up a significant number of projects. Interim management is also an important service provided by APSE. We have provided a number of high quality interim managers to local authorities at very competitive rates, but with access to all the resources of the APSE network.

There is a clear role for the consultancy in helping APSE member authorities to tackle the twin but conflicting pressures of budget cuts and increasing demand for services. By continuing to focus on issues of value for money and competitiveness and by helping authorities to make best use of other APSE services such as Performance Networks the consultancy expects to be at the fore in helping to maintain quality, value for money public services.

A list of best value consultancy clients and associates for 2009/10 attached at **Appendix 8**.

Performance networks

APSE performance networks is the largest and most well established voluntary public sector benchmarking service across England, Scotland, Wales and Northern Ireland. The need for high quality performance information on value for money has never been greater than in the current difficult economic and financial climate that local government faces. APSE performance networks allows councils to assess their performance in relation to the cost and quality of service provision and demonstrate the competitiveness and value for money of their services.

APSE performance networks is used by over 200 local authorities and benchmarks 14 front line services, including building cleaning; building maintenance; civic, cultural and community venues; culture, leisure and sport; education catering; highways and winter maintenance; other (civic and commercial) catering; parks, open spaces and horticultural services; refuse collection; sports and leisure facility management; street cleansing; street lighting; transport operations and vehicle maintenance; and welfare catering.

The service is unique in that it was developed and is continually reviewed by working groups of practitioners. Described as an important asset by Inlogov and increasingly being used and referenced by the various audit bodies, performance networks is a widely recognised source of performance information within local government. Recent developments have included an agreement with Defra for APSE to be able to access data directly from Waste Dataflow to reduce the data collection for refuse collection; a streetscene benchmark that has been developed for the Waste Improvement Network (WIN); a school meals project alongside the Wales Audit Office; a study on physical recreation for Audit Scotland; the completion of the 2 pilot studies on education catering and building maintenance with the Welsh Assembly Government in relation to incorporating APSE performance networks data into Ffynnon, the national performance system for Wales; and the establishment of facilitated process benchmarking groups for building maintenance, transport, parks, refuse collection and street cleansing.

Mark Bramah, APSE Assistant Chief Executive with housing and building apprentice award winner Katie Redden and council representative from Dumfries and Galloway Council with Julia Gardner, APTUS



A list of Performance Networks members is shown at **Appendix 2**.

Advocating excellence

APSE's advocacy activities and influence continues to increase across the UK. APSE has campaigned for reform of the Housing Revenue Account (HRA) and for funds for new council housing. Two APSE events organised with the Association for Retained Council Housing (ARCH) have been held to formulate a response to the consultation document on the reform of the HRA.

APSE has worked with CABE and a range of green space partners on 'Skills to grow', the development of skills in the greenspace sector. APSE exhibits and attends fringe events at the political party conferences and exhibited at the Local Government Association (LGA) conference. The Chief Executive attended an event hosted by the Fabians at Parliament on the future of local government and a round table discussion with the Centre for Public Service Partnerships and UNISON on 'public service partnerships and the workforce'. APSE has also responded to a number of consultation papers, including the HM Treasury and Partnerships UK on the draft guidance on Joint ventures between the public and private sector.

In Scotland, APSE has worked with Audit Scotland and the Scottish Improvement Service and hosted a political debate at the annual Scottish Housing and Building Seminar in Peebles with representatives of all the main political parties in the Scottish Parliament.

In Wales, APSE has met with the Minister for Social Justice and Local Government, Brian Gibbons from the Wales Assembly Government and continues to work closely with the Wales Local Government Association (WLGA). A joint strategic forum on asset management and regeneration was also held with the Consortium of Local Authorities in Wales (CLAW) to discuss collaborative working and joint projects.

In Northern Ireland, APSE has continued to carry out work on behalf of its member authorities on the Review of Public Administration (RPA) and the Chief Executive chairs the Northern Ireland Local Government Reform Joint Forum. The forum provides a vehicle for staff side representatives and employers to agree on staffing reorganisation issues, as well as to develop guidance and support on implementing new structures. APSE facilitated the organisation and judging of the Northern Ireland Local Government Awards, which were held at the NILGA conference in February 2010.

Working with other organisations

APSE works alongside a range of other organisations and bodies in promoting the work of the association and its membership. We remain committed to working with the public sector trade unions as well as others such as LGA, WLGA, NILGA, CoSLA, LGIU, IDeA, Audit Commission, National Audit Office, Welsh Audit Office, Audit Scotland, Centre for Local Economic Strategies (CLES), and the Institute for Local Government Studies at the University of Birmingham (Inlogov). APSE also provides support for and works alongside the Association for Retained Council Housing (ARCH). Other examples include the Freight Trade Association, Greenspace, Lantra, Play England, Keep Britain Tidy, Adept (previously the County Surveyors Society), CABE Space, CiPFA, SOCITM, School Food Trust, Local Government Staff Commission NI, Local Government Training NI, SOLACE NI, William Johnston Memorial Trust, DoE NI, Chief Leisure Officers Association (CLOA), Association of Building Cleaning DSOs (ABCD), Jill Dando Institute, TUC, Unison, UCATT, UNITE, Walker Morris, Eversheds, Health and Safety Executive, the Regional Improvement and Efficiency Partnerships.

Organisations we have started working with over the past 12 months include De Montfort University (Leicester) and Sunguard. We continue to work closely with government departments as well as the devolved administrations.

A list of APSE's key partner organisations is shown at **Appendix 8**.

Approved Partners

APSE's Approved Partner scheme strives for high ethical standards amongst those who provide services to all within the public sector. As part of ensuring these standards are met, all potential partners are required to complete a detailed questionnaire before becoming successful in obtaining the Approved Partner status.

APSE has sought to enhance and develop the various methods of advertising the scheme along with expanding the benefits to approved partners. This has included a number of Approved Partners speaking at various advisory groups and seminars throughout the past year including presentations from one of our newest members, Triscan Systems. These new and enhanced opportunities have helped to make the scheme more attractive to potential Approved Partners and provide a number of increased benefits to the APSE membership.

Once again, APSE has worked closely with a number of Approved Partners throughout the year at various exhibitions, awards events and on a number of research projects. Another new member of the Approved Partner scheme, Zoeller Waste Systems, recently sponsored our highly successful one day Street cleansing seminar in Birmingham. These relationships continue to grow and develop allowing for stronger links to be built between Approved Partners and our membership.

A list of Approved Partners is shown at **Appendix 1**.

Staffing

APSE's secretariat based in Manchester and Hamilton provides a range of membership services to local authorities and associate members of APSE. All staff are engaged in a continuous process of training and development to allow for personal development and to meet the needs of the membership.

During the year the senior consultant, Damian Walshe, moved to Knowsley Council following his successful appointment as the Head of Transport. Subsequently Gayle Gibson from the London Borough of Wandsworth was appointed as the new senior consultant. Gayle has previously worked closely with ARCH and brings great knowledge of public sector housing experience with her.

Emma Barrow, who worked for the best value consultancy, left the association to pursue a teaching career in Korea and Alex Gardiner became the new best value consultancy Client Coordination Officer.

John Clough was successfully appointed into the role of Finance Assistant having worked with the association on a temporary basis.

Following nine years of service with the Association Amanda Steele, the Marketing and Coordination Officer, left to take a role within the media sector as an Events Coordinator. Jenny Hughes has since joined the Association to fulfil the role following previous employment as Marketing and Events coordinator for Comic Relief.

Pat Taggart left the association to take up a role with Falkirk Council as the Building Operations Coordinator; his role was being fulfilled on a part time basis by Jamie Ward, an experienced Interim Manager with the best value consultancy. The post of Principal Advisor based in Hamilton has now been filled by Andrew Spowart who joins APSE after working for local authorities both in the North East of England and Scotland.

Laura McNab has returned to the role of Administrative and Finance Officer in Scotland following maternity leave. During her maternity leave the role was covered by Tess Moug who has since found permanent employment with an Office Supplies company as Business Development Executive.

Nicola Carroll is retained as freelance to cover press and media duties.

APSE continues to be accredited for Investors in People (IIP), ISO9001, ISO14001 and ISO27001.

APSE Staff members are shown at **Appendix 9**.



APSE Chief Executive Paul O'Brien addresses delegates at a joint APSE and ARCH meeting in London

membership resources
APSE's Trading and Charging Web Portal

- [home](#)
- [membership resources](#)
- [connect](#)
- [exhibitions and marketing](#)
- [seminars and events](#)
- [lifelong learning and development](#)
- [best value consultancy](#)
- [interim solutions](#)
- [performance networks](#)
- [press and the media](#)
- [research and campaigns](#)

Trading and charging web portal

Trading and charging allows local authorities to bring in additional sources of income through trading their services or charging for services to be delivered to other organisations or individuals whether private or public. As local authorities throughout the UK strive to meet efficiencies targets many direct service or direct labour organisation have sought to generate income through the trading or charging route. Whilst a recent high profile court case may have led to some councils re-considering their trading and charging activities (see briefing 09-38 and 09-53) there remains a wealth of opportunities within the current legal framework throughout the UK.

This APSE web resource is for use by member authorities to help you source information, case studies and relevant information in relation to trading and charging. To make it easier for our members throughout the UK we have also included geographic areas to cover the different legislation that applies in England, Scotland, Northern Ireland and Wales.

- [Charging](#)
- [Trading](#)
- [Charging and trading case studies](#)
- [APSE support with trading and charging](#)
- [APSE masterclasses in trading and charging](#)

Local authority, police and fire authority powers to charge and trade for services can be complex and dependent on local circumstances. This web portal is intended to act as a guide to the wide ranging powers available and to help APSE member authorities gain information about what other members are doing in this area. **Before acting on any information within this web portal you should seek appropriate legal advice.** APSE would also welcome your views comments and case studies. To submit a case study or to contact APSE about charging and trading please email [Mo Baines](mailto:Mo.Baines@apse.org.uk), APSE, Principal Advisor.

- [APSE briefings](#)
- [Audit commission reports](#)
- [APSE epublications](#)
- [Articles](#)
- [Government guidance notes and publications](#)
- [Charging and trading home](#)
- [APSE membership resources](#)

Section 4 - Finances



Section 4 - Finances

Association for Public Service Excellence

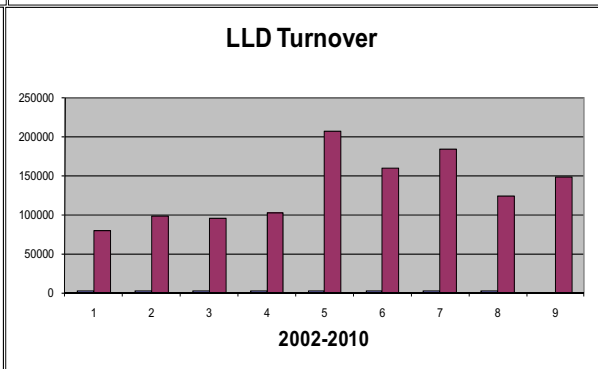
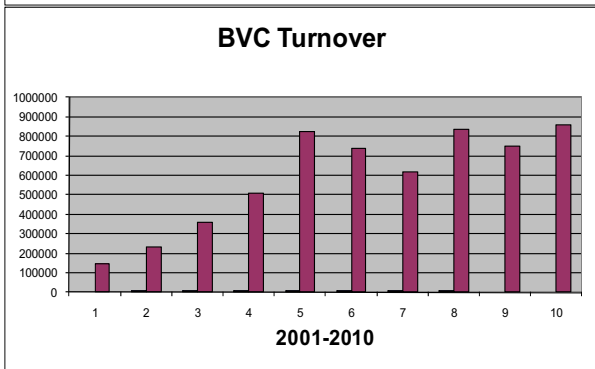
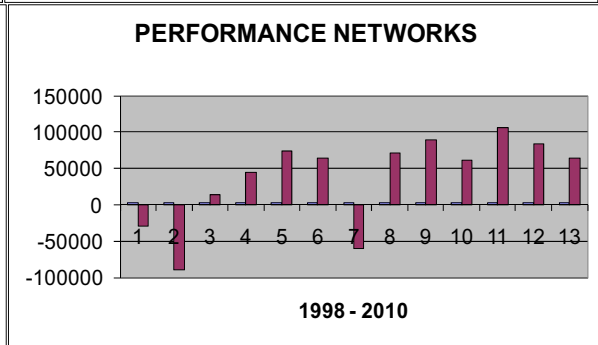
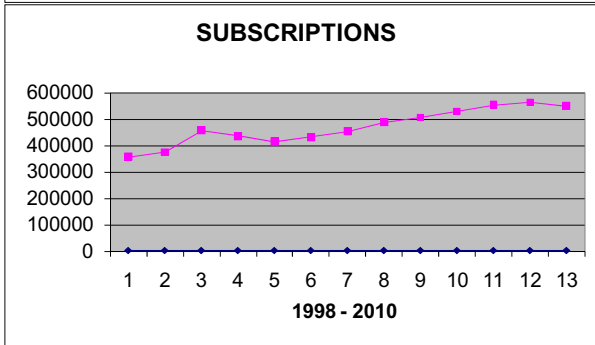
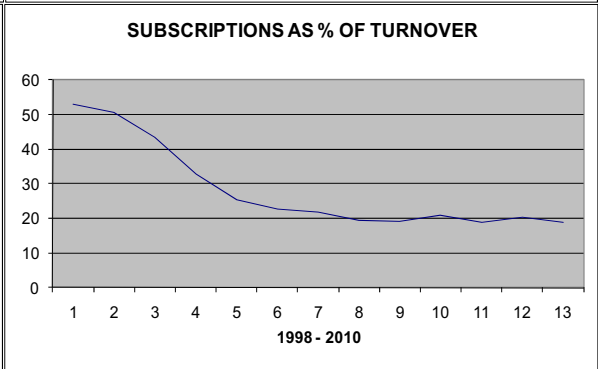
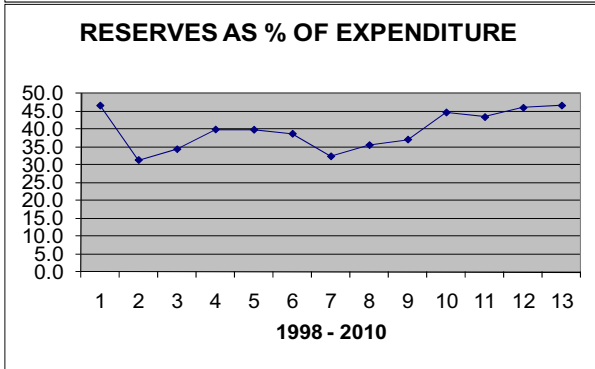
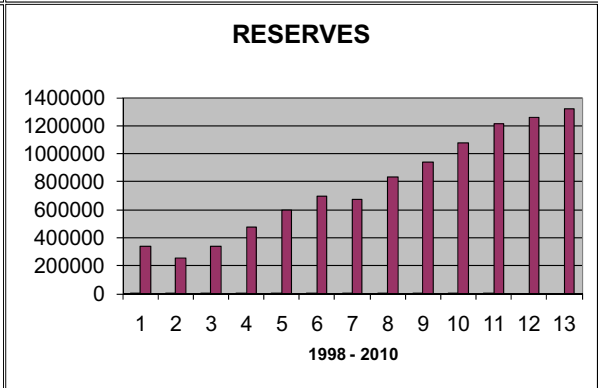
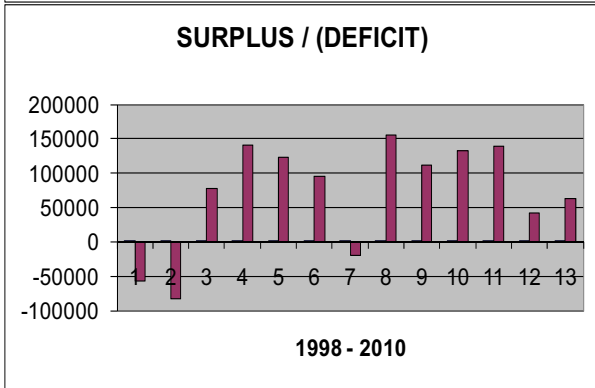
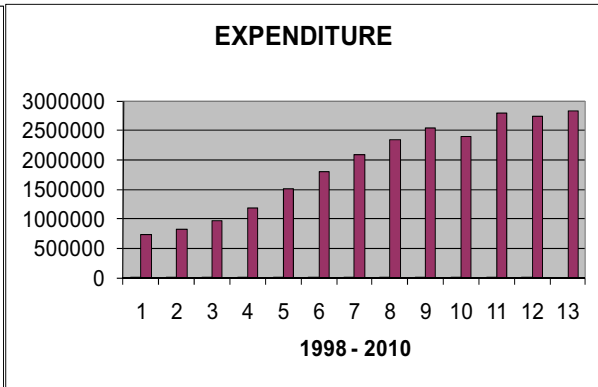
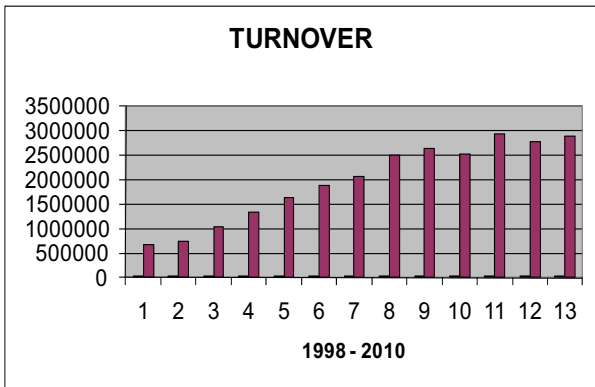
Income and Expenditure Account for the year ended 31 March 2010

Income	APSE	Best Value Consultancy	Lifelong Learning	Performance Networks	Total 2010	Total 2009
	£	£	£	£	£	£
National membership fees	549,476	-	-	688,368	1,237,844	1,276,790
Approved partners	13,230	-	-	-	13,230	18,000
Seminar income	404,872	-	-	76,079	480,951	471,531
Consultancy and training income	77,337	859,543	148,365	11,910	1,097,155	949,775
Publication sales	37,298	-	-	-	37,298	11,073
Miscellaneous income	14,009	6	40	-	14,055	10,644
Bank interest	16,180	-	-	-	16,180	37,731
	-	-	-	-	-	-
Total income	1,112,402	859,549	148,405	776,357	2,896,713	2,775,544
Expenses						
Establishment	537,588	140,665	84,441	277,674	1,040,368	1,029,729
Associates	-	661,106	39,876	33,683	734,665	597,057
Seminar costs	253,114	1,857	-	102,578	357,549	373,752
Meetings	37,862	44	7,778	2,772	48,456	61,184
Fringe meetings	12,316	-	-	-	12,316	15,629
Premises costs	47,502	9,580	4,089	31,159	92,330	91,778
Office costs	70,494	2,338	2,159	62,647	137,638	103,606
Printing and photocopying	82,739	306	676	49,399	133,120	142,233
Professional fees	12,984	-	-	138,442	151,426	166,308
Promotional/advertising	16,729	-	1,540	925	19,194	24,219
Bad debts	346	-	384	409	1,139	1,766
Depreciation	21,920	2,302	538	12,091	36,851	50,357
Miscellaneous	9,336	42	24	-	9,402	5,202
Development and special projects	58,803	-	-	-	58,803	44,145
	-	-	-	-	-	-
Total expenses	1,161,733	818,240	141,505	711,779	2,833,257	2,732,965
Net surplus/(deficit) for the year	(£ 49,331)	£ 41,309	£ 6,900	£ 64,578	£ 63,456	£ 42,579

Association for Public Service Excellence

Balance Sheet as at 31 March 2010

	Note	2010		2009	
		£	£	£	£
Fixed assets					
Tangible assets	4		6,075		33,254
Current assets					
Debtors	5	600,801		519,150	
Current asset investments	6	539,241		524,441	
Cash at bank and in hand		485,752		478,976	
			1,625,794		1,522,567
Creditors: amounts falling due in less than one year	7	(308,093)		(295,501)	
Net current assets			1,317,701		1,227,066
Total assets less current liabilities			£ 1,323,776		£ 1,260,320
Reserves	8		£ 1,323,776		£ 1,260,320



Appendices

Richard Reeves Director of the think tank DEMOS, addresses the Performance Networks seminar on progressive austerity



Appendix 1: APSE members 2009-2010

Total: 252 Members as of 31 March 2010

Approved Partners: (11 members)

APTUS Public Sector, Colas Limited, Consilium Technologies Limited, Cybit Limited, Hays, IQSS, Maintenance and Property Care Limited, ROCC Computers Limited, Scotshield Limited, SGM UK Limited, Zoeller Waste Systems Limited.

Associate: (14 members)

Department of Environment Northern Ireland, Glasgow Housing Association, GMB, Home Group Limited, Keep Britain Tidy (ENCAMS), LGIU, Local Govt Staff Commission for Northern Ireland, Newark and Sherwood Homes, NIPSA, Northern Ireland Housing Executive, Rossendale Leisure Trust, UNISON, UNITE, Wakefield and District Housing.

APSE Central: (39 members)

Ashfield District Council, Bassetlaw District Council, Birmingham City Council, Bolsover District Council, Bromsgrove District Council, Broxtowe Borough Council, Cannock Chase District Council, Chesterfield Borough Council, Corby Borough Council, Coventry City Council, Derby City Council, Derbyshire County Council, Dudley Metropolitan Borough Council, Erewash Borough Council, Gedling Borough Council, High Peak Borough Council, Kettering Borough Council, Leicester City Council, Mansfield District Council, Newark and Sherwood District Council, Newcastle under Lyme Borough Council, Northampton Borough Council, Northamptonshire County Council, North East Derbyshire District Council, Nottingham City Council, Nottinghamshire County Council, Nuneaton and Bedworth Borough Council, Redditch Borough Council, Rugby Borough Council, Sandwell Metropolitan Borough Council, Shropshire Council, South Staffordshire Council, Stafford Borough Council, Staffordshire County Council, Stoke-on-Trent City Council, Telford and Wrekin Council, Walsall Metropolitan Borough Council, Warwickshire County Council, Wolverhampton City Council.

APSE Northern: (60 members)

Barnsley Metropolitan Borough Council, Blackburn with Darwen Borough Council, Blackpool Council, Bolton Council, City of Bradford Metropolitan District Council, Calderdale Council, Carlisle City Council, Cheshire East Council, Cheshire West and Chester Council, Chorley Borough Council, Cleveland Police Authority, Copeland Borough Council, Cumbria County Council, Darlington Borough Council, Doncaster Metropolitan Borough Council, Durham County Council, East Riding of Yorkshire Council, Gateshead Council, Greater Manchester Fire and Rescue Service, Greater Manchester Police, Halton Borough Council, Hambleton District Council, Hartlepool Borough Council, Hyndburn Borough Council, Hull City Council, Kirklees Council, Knowsley Metropolitan Borough Council, Lancashire County Council, Lancaster City Council, Leeds City Council, Liverpool City Council, Manchester City Council, Middlesbrough Borough Council, Newcastle City Council, North East Lincolnshire Council, North Lincolnshire Council, North Tyneside Council, North Yorkshire County Council, Northumberland Council, Oldham Metropolitan Borough Council, Pendle Borough Council, Preston City Council, Redcar and Cleveland Borough Council, Rochdale Metropolitan Borough Council, Rotherham Metropolitan Borough Council, Salford City Council, Scarborough Borough Council, Sefton Council, Sheffield City Council, South Tyneside Metropolitan Borough Council, St Helens Council, Stockport Metropolitan Borough Council, Stockton on Tees Borough Council, Sunderland City Council, Tameside Metropolitan Borough Council, Trafford Council, Wakefield Council, Warrington Borough Council, Wigan Council, Wirral Metropolitan Borough Council.

APSE Northern Ireland: (18 members)

Ards Borough Council, Armagh City and District Council, Ballymena Borough Council, Banbridge District Council, Belfast City Council, Belfast Education Library Board, Craigavon Borough Council, Derry City Council, Down District Council, Limavady Borough Council, Newry and Mourne District Council, North Down Borough Council, North Eastern Education Library Board, Police Service of Northern Ireland, Southern Education Library Board, South Eastern Education Library Board, Strabane District Council, Western Education Library Board.

APSE Scotland: (35 Members)

Aberdeen City Council, Aberdeenshire Council, Angus Council, Argyll & Bute Council, Clackmannanshire Council, Dumfries and Galloway Council, Dundee City Council, East Ayrshire Council, East Dunbartonshire Council, East Lothian Council, East Renfrewshire Council, Edinburgh City Council, Falkirk Council, Fife Council, Glasgow City Council, Highland Council, Inverclyde Council, Midlothian Council, Moray Council, North Ayrshire Council, North Lanarkshire Council, Orkney Islands Council, Perth and Kinross Council, Renfrewshire Council, Scotland Excel, Scottish Borders Council, Shetland Islands Council, South Ayrshire Council, South Lanarkshire Council, Stirling Council, Strathclyde Fire and Rescue, Tayside Contracts, West Dunbartonshire Council, West Lothian Council, Western Isles Island Council.

APSE South West: (15 members)

Bath & North East Somerset Council, Bristol City Council, Cornwall Council, Dorset County Council, Eastleigh Borough Council, Exeter County Council, Isle of Wight Council, New Forest District Council, Oxford City Council, Plymouth City Council, Southampton City Council, South Gloucestershire Council, Swindon Borough Council, Test Valley Borough Council, West Oxfordshire District Council.

APSE Southern: (38 members)

Adur and Worthing Council, Basildon District Council, Bedford Borough Council, Braintree District Council, Brent Council, Cambridge City Council, Camden Council, Chelmsford Borough Council, City of London Corporation, Crawley Borough Council, Enfield Council, Greenwich Council, Guildford Borough Council, London Borough of Hackney, London Borough of Harrow, London Borough of Havering, Hertsmere BC, London Borough of Hillingdon, London Borough of Hounslow, London Borough of Islington, Lambeth Council, London Borough of Lewisham, Luton Borough Council, Maidstone Borough Council, London Borough of Merton, Milton Keynes Borough Council, London Borough of Newham, Norfolk County Services, Peterborough City Council, Reading Borough Council, Sevenoaks District Council, Stevenage Borough Council, Thurrock Borough Council, London Borough of Tower Hamlets, London Borough of Waltham Forest, Wandsworth Council, Watford Borough Council.

APSE Wales: (22 members)

Blaenau Gwent County Borough Council, Bridgend County Borough Council, Caerphilly County Borough Council, Cardiff County Council, Carmarthenshire County Borough Council, Ceredigion County Council, Conwy County Borough Council, Denbighshire County Council, Flintshire County Council, Gwynedd Council, Isle of Anglesey County Council, Merthyr Tydfil County Borough Council, Monmouthshire CC, Neath Port Talbot County Borough Council, Newport City Council, Pembrokeshire County Council, Powys County Council, Rhondda Cynon Taf County Borough Council, City and County of Swansea, Torfaen County Borough Council, Vale of Glamorgan County Borough Council, Wrexham County Borough Council.

Appendix 2: APSE performance networks members 2009-2010

Total: 176 members as at 31 March 2010

APSE central (34 members)

Ashfield District Council, Bassetlaw District Council, Birmingham City Council, Bromsgrove District Council, Broxtowe Borough Council, Chesterfield Borough Council, Corby Borough Council, Coventry City Council, Metropolitan Borough Council, Derbyshire County Council, Dudley Metropolitan Borough Council, Erewash Borough Council, Gedling Borough Council, High Peak Borough Council, Kettering Borough Council, Leicester City Council, Mansfield District Council, Newark & Sherwood District Council, Newcastle-Under-Lyme Borough Council, North East Derbyshire District Council, North Warwickshire Borough Council, North West Leicestershire District Council, Northampton Borough Council, Nottingham City Council, Nottinghamshire County Council, Nuneaton & Bedworth Borough Council, Redditch Borough Council, Sandwell Metropolitan Borough Council, South Staffordshire Council, Staffordshire County Council, Stoke-on-Trent City Council, Telford & Wrekin Council, Walsall Metropolitan Borough Council, Warwickshire County Council, Wolverhampton City Council

APSE northern (58 members)

Barnsley Metropolitan Borough Council, Blackburn with Darwen Borough Council, Blackpool Council, Bolton Metropolitan Borough Council, Bradford Metropolitan District Council, Burnley Borough Council, Carlisle City Council, Cheshire East Council, Cheshire West and Chester Council, Chorley Borough Council, City West Housing Trust, Copeland Borough Council, Copeland Homes, Darlington Borough Council, Doncaster Metropolitan Borough Council, Durham County Council, East Lindsey District Council, East Riding of Yorkshire Council, Gateshead Metropolitan Borough Council, Halton Borough Council, Hartlepool Borough Council, Hull City Council, Hyndburn Borough Council, Kirklees Council, Knowsley Metropolitan Borough Council, Lancashire County Council, Lancaster City Council, Leeds City Council, Liverpool City Council, Manchester City Council, Middlesbrough Borough Council, North East Lincolnshire District Council, North Lincolnshire Council, North Tyneside Metropolitan Borough Council, North Yorkshire County Council, Northumberland County Council, Oldham Metropolitan Borough Council, Preston City Council, Redcar & Cleveland Borough Council, Rochdale Metropolitan Borough Council, Rossendale Leisure Trust Ltd, Rotherham Metropolitan Borough Council, Scarborough Borough Council, Sefton Metropolitan Borough Council, Sheffield City Council, Shropshire Council, South Tyneside Metropolitan Borough Council, St Helens Metropolitan Borough Council, Stockport Metropolitan Borough Council, Stockton-on-Tees Borough Council, Sunderland City Council, Tameside Metropolitan Borough Council, Trafford Metropolitan Borough Council, Wakefield Metropolitan District Council, Warrington Borough Council, Wigan Leisure & Culture Trust, Wirral Metropolitan Borough Council, York City Council

APSE Northern Ireland region (2 members)

Belfast City Council, Department for Regional Development Roads Service

APSE Scotland (34 members)

Aberdeen City Council, Aberdeenshire Council, Angus Council, Argyll & Bute Council, City of Edinburgh Council, Clackmannanshire Council, Dumfries & Galloway Council, Dundee City Council, East Ayrshire Council, East Dunbartonshire Council, East Lothian Council, East Renfrewshire Council, Falkirk Council, Fife Council, Glasgow City Council, Glasgow Housing Association, Highland Council, Inverclyde Council, Midlothian Council, Moray Council, North Ayrshire Council, North Lanarkshire Council, Orkney Islands Council, Perth & Kinross Council, Renfrewshire Council, Scottish Borders Council, Shetland Islands Council, South Ayrshire Council, South Lanarkshire Council, Stirling Council, Tayside Contracts, West Dunbartonshire Council, West Lothian Council, Western Isles Council

APSE south west (11 members)

Bristol City Council, Dorset County Council, East Devon District Council, Eastleigh Borough Council, Isle of Wight Council, Oxford City Council, Plymouth City Council, Somerset County Council, South Gloucestershire Council, Southampton City Council, Swindon Borough Council

APSE southern (19 members)

Bedford Borough Unitary Council, Braintree District Council, Cambridge City Council, Chelmsford Borough Council, Crawley Borough Council, Enfield London Borough, Greenwich London Borough, Hackney London Borough, London Borough of Havering, London Borough of Hounslow, London Borough of Redbridge, London Borough of Tower Hamlets, Luton Borough Council, Maidstone Borough Council, Newham London Borough, Peterborough City Council, Reading Borough Council, Thurrock Council, Waveney District Council

APSE Wales (18 members)

Blaenau Gwent County Borough Council, Bridgend County Borough Council, Caerphilly County Borough Council, Cardiff Council, Carmarthenshire County Council, Conwy County Borough Council, Denbighshire County Council, Flintshire County Council, Gwynedd Council, Isle of Anglesey County Council (WU), Merthyr Tydfil County Borough Council, Neath Port Talbot County Borough Council, Newport City Council, Rhondda Cynon Taf County Borough Council, Swansea City & County, Torfaen County Borough Council, Vale of Glamorgan County Borough Council, Wrexham County Borough Council

Appendix 3: National Council members 2009-2010

National Chair:	Cllr Shaun Gallagher, Derry City Council
National Secretary:	Ellen Cavanagh, Derry City Council
Past National Chair:	Cllr Arwyn Woolcock, Neath Port Talbot County Borough Council
Past National Secretary:	David Stiens, Neath Port Talbot County Borough Council
Prospective National Chair:	Cllr Richard Williams, Southampton City Council
Prospective National Secretary:	Roger Byrne, Swindon Borough Council

	Chair	Secretary	Additional Members
APSE Scotland	Cllr Frank Anderson, West Lothian Council	John Hill, West Lothian Council	Cllr Jim McGuigan, North Lanarkshire Council Cllr Aileen Colleran, Glasgow City Council
APSE Northern Ireland	Alderman Hubert Nicholl Ballymena Borough Council	David McCartney, Ballymena Borough Council	Cllr Eammon O'Neill, Down District Council
APSE Wales	Cllr David Williams, Neath Port Talbot County Borough Council	Martin Nicholls, City & County of Swansea	Cllr Eric Saxon, Monmouthshire County Council
APSE Northern	Cllr John Kerr-Brown, Warrington Borough Council	John Coates, North Lincolnshire Council	Cllr Clive Robson, Durham County Council Norman Ramsey, Durham County Council Mick Lovatt, Preston City Council
APSE Central	Cllr Leon Unczur, Nottingham City Council	John Robinson, Gedling Borough Council	Cllr Wendy Golland, Gedling Borough Council Alistair Merrick, Wolverhampton City Council
APSE Southern	Cllr Ron Manley, London Borough of Newham	Paul Peters, London Borough of Enfield	Cllr Chandubhai Patel, London Borough of Brent
APSE South West	Cllr Richard Williams, Southampton City Council	Roger Byrne, Swindon Borough Council	Andrew Martin, Dorset County Council Stephen Cirell, Cornwall County Council

Associate Members

John McPeake, Director of Design and Property Services, Northern Ireland Housing Executive

John Allot, National Officer, UNITE

John Corey, Deputy General Secretary, NIPSA

Peter Allenson, National Secretary, UNITE

Heather Wakefield, National Secretary for Local Government, UNISON

Adrian Kerr, Chief Executive, LGSC

Alan Waters, Policy Officer, LGIU

Brian Strutton, National Secretary, GMB

Appendix 4: Advisory group and strategic forum chairs and secretaries 2009-2010

Advisory groups

<p>Building cleaning advisory group Chair: Cllr Tommy Fearn, Knowsley MBC Secretary: Justin Waters, Knowsley MBC</p>	<p>Roads, highways and street lighting advisory group Chair: Cllr David White, Stockport MBC Secretary: Kevin Melling, Stockport MBC</p>
<p>Efficiencies, procurement and service transformation advisory group Chair: Cllr Jim McGuigan, North Lanarkshire Council Secretary: Richard Llewellyn, North Lanarkshire Council</p>	<p>Social care advisory group Chair: Cllr Richard Lyle, North Lanarkshire Council Secretary: Vacant</p>
<p>Catering advisory group Chair: Cllr Ruth Simpson, Glasgow City Council Secretary: Fergus Chambers, Glasgow City Council</p>	<p>Leisure management and community venues advisory group Chair: Cllr Leon Unczur, Nottingham City Council Secretary: John Wileman, Nottingham City Council</p>
<p>Citizen engagement advisory group Chair: John Stewart, Aberdeen City Council Secretary: Vacant</p>	<p>Vehicle maintenance and transport advisory group Chair: Alderman Charles Price, Bristol City Council Secretary: Vacant</p>
<p>City and Town Centre Enforcement Advisory Group Chair: Cllr Arnold Wooley, Flintshire County Council Secretary: Vacant</p>	<p>Waste management, refuse collection and street cleansing advisory group Chair: Cllr Symon Fraser, East Riding of Yorkshire Council Secretary: Huw Roberts, East Riding of Yorkshire Council</p>
<p>Housing, construction and building maintenance advisory group Chair: Cllr Jim Docherty, South Lanarkshire Council Secretary: Mick Lovatt, Preston City Council</p>	<p>Workforce strategy and employee relations advisory group Chair: Cllr Eamonn O'Neill, Down DC Secretary: Vacant</p>
<p>Parks, horticulture and grounds maintenance advisory group Chair: Alderman Hubert Nicholl, Ballymena BC Secretary: Bernie Candlish, Ballymena BC</p>	<p>Local Authority Police and Fire Partnerships Chair: Cllr Joe Lowe, Strathclyde Fire and Rescue Service Secretary: Vacant</p>

Strategic forums

Sustainability and Environment: Chair, Cllr Richard Williams, Southampton City Council

Asset Management & Regeneration: Chair, Cllr Robin Brown, Northamptonshire County Council

Crime, Disorder and Neighbourhood Management: Chair, Cllr David McCluckie, Redcar & Cleveland Borough Council

Citizen Engagement, Governance and Service Delivery: Chair, Cllr John Kerr-Brown, Warrington Borough Council



APSE Annual Seminar, Cardiff 2009



Colin Jackson MBE at the Annual Seminar



APSE Annual Service awards , Cardiff 2009



Overall Council of the year in service delivery: City and County of Swansea

Appendix 5: Seminars, meetings, training and promotional activity 2009-2010

Seminars held April 2009 - March 2010

Service specific and national seminars

Annual Seminar 2009: Local government front line services: From recession to progression?

Cardiff City Hall, Cardiff, 9-10 September 2009

Environmental services seminar 2009: Greening your service in challenging times

Best Western Stoke on Trent Moat House Hotel, 15-16 October 2009

Housing and building seminar 2009: Building, refurbishing, financing, listening. An agenda for council housing and tenants

Best Western Stoke on Trent Moat House Hotel, Stoke on Trent, 5-6 November 2009

Performance networks seminar 2009: More for less -Managing performance in challenging times

Hilton Hotel, Blackpool, 3 - 4 December 2009

Facilities Management seminar 2010: Change is coming: a brave new era for local authority FM services

Crowne Plaza Hotel, Chester, 28 - 29 January 2010.

Sports and leisure seminar 2010: Survival of the fittest financing sports and leisure in the future

Best Western Stoke-on-Trent Moat House, Stoke on Trent, 22 - 23 February 2010

Roads, highways and street lighting seminar 2010: The road to improvement in challenging time s

Marriott Gosforth Park, Newcastle, 11 - 12 March 2010

Other seminars

One day transport seminar: Driving Forward

Coventry Transport Museum, 24 June 2009

One day parks seminar 2009: Managing parks in challenging times.

Madejski Stadium, Reading, 23 July 2009

One day health and safety seminar 2009: Keeping up to date with health and safety issues

Civic Centre, Mansfield District Council, 25 September 2009

One day seminar 'Front line services, climate change and the carbon reduction commitment'

Midland Hotel, Manchester, 16 July 2009

One day seminar: Governance, neighbourhoods and service delivery: rising to the challenges.

Manchester United Football Club, Old Trafford, 21 January 2010

One day street cleansing seminar 2010: Managing street cleansing and street scene in challenging Times.

Aston Villa Football Club, Birmingham, 25 February 2010

One day health and safety seminar 2010: Keeping up to date with health and safety Issues

Music Room, Ashton Court Mansion, Bristol, 24 March 2010

One day parks seminar 2010: Managing parks in the age of financial austerity.

Thistle Hotel, Manchester City Centre, 25 March 2010

Regional events

Scotland:

Fleet, waste and ground services seminar, 5/8 May 2009, Aviemore

Healthy communities seminar, 5/6 November 2009, Dunkeld

Building and housing seminar, 17/18 February 2010, Peebles

Northern:

APSE Northern regional seminar, 11 June 2009, York

Responding to the night time economy, 15 September 2009, Chester

Waste to energy schemes, 19 March 2010, Formby Hall Golf Resort, Southport

Wales:

APSE Wales Annual General Meeting, 10 June 2009, Llandrindod Wells

South/South West:

APSE Southern meeting and AGM, 28 May 2009, Stratford, London

Enhancing the local economy through local service delivery, 23 April 2009, Swindon

Northern Ireland:

APSE Northern Ireland regional meeting, 27 April 2009, Derry City Council

Northern Ireland seminar and AGM, 15 June 2009, Ballymena

Northern Ireland regional meeting, 27 November 2009, Limavady

Exploring benefits of community planning and the power of well being, 29 January, Ballymena

Lifelong learning and development courses 2009/2010

Masterclasses

Carbon reduction commitment:	09 June 2009 Edinburgh, 26 June 2009 Manchester
Charging & Trading:	23 March 2010 Rochdale
Construction, Design and Management Regulations:	21 August 2009 Glasgow, 04 September 2009 Aberdeen, 23 November 2009 Manchester, 30 November 2009 Dumfries,
Corporate Manslaughter:	22 June 2009 Carlisle
Employment Legislation:	24 September 2008, Manchester
Health and safety for senior managers:	13 May 2009 Dundee, 03 February 2010 Kingstown Works
Managing contractors safely:	27 May 2009 Glasgow, 29 July 2009 Leeds, 14 August 2009 Glasgow, 29 October 2009 Edinburgh, 21 January 2010 Edinburgh

Public courses

Cleaning in food premises:	19 November 2009 Manchester, 14 December 2009 Cardiff, 04 February 2010 Glasgow
Customer care and team building:	11 June 2009 Knowsley
Customer involvement in housing:	03 November 2009 Manchester
Enhancing your written communication skills:	24 November 2009 Manchester
Hand arm vibration (HAVS):	03 April 2009 Swindon
Licensing powers and the night time economy:	13 January 2010 Manchester
Manager as team leader and coach:	29 May 2009 Manchester, 22 October 2009 Belfast, 01 March 2010 Manchester
Managing and communicating change:	11 August 2009 Manchester, 09 October 2009 Cardiff, 11 January 2010 Manchester
Marketing your service area:	15 May 2009 Manchester, 22 July 2009 Manchester
Managing your performance:	01 June 2009 Manchester, 08 June 2009 Manchester, 21 September 2009 Manchester 28 October 2009 Glasgow, 19 January 2010 Swansea, 09 March 2010 Leeds
Managing your time effectively:	19 August 2009 Manchester, 24 February 2010 Manchester, 29 March 2010 Belfast
Negotiation skills:	23 September 2009 Belfast, 25 September 2009 Manchester, 26 January 2010 Manchester
Parks & green spaces:	15 January 2010 Manchester, 04 March 2010 Manchester
Performance management in Northern Ireland:	30 September 2009 Ballymena
Procurement matters:	24 April 2009 Manchester, 20 July 2009 Belfast, 28 September 2009 Manchester
Project management:	06 May 2009 Manchester, 03 July 2009 Manchester, 16 September 2009 Manchester, 01 February 2010 Belfast, 31 March 2010 Manchester
Psychometric profiling:	03 June 2009 Manchester
School supervisor training:	12 February 2010 Cardiff
Service level agreements:	19 May 2009 Manchester, 07 July 2009 Bristol, 18 September 2009 Glasgow, 05 October 2009 Manchester, 16 November Cardiff, 26 February 2009 London
Train the trainer -Lunchtime supervisors:	19 March 2010 Birmingham
Transport responsibilities:	28 May 2009 Birmingham, 27 August 2009 Glasgow, 31 July 2009 Carlisle, 02 February 2010 Powys
Vetting and barring:	05 February 2010 Manchester, 12 January 2010 Manchester, 24 March 2010 Manchester
In-house public courses	
Managing and communicating change:	08 May 2009 Manchester, 10 June 2009 Antrim, 16 December 2009 Denbighshire
Assessing learning styles:	22 September 2009 Leicester
Leadership for elected members:	27 January 2010 Derry
Making the most of the media	30 November 2009 York
Manager as team leader and coach:	04 June 2009, 30 June 2009, 15 July 2009, 16 July 2009 Dudley
Managing your time effectively:	12 October 2009 Knowsley, 27 November 2009 Cleveland, 11 December 2009 Cleveland
Marketing your service area::	07 December 2009 Fife

In-house public courses continued

Negotiation skills:	08 October 2009 Neath Port Talbot
Organisational design:	28 July 2009 Gateshead
Positive attendance management:	15 June 2009, 16 June 2009, 22 June 2009 Highland Council
School supervisor training:	08 January 2010, 20 January 2010, 22 January 2010 Sandwell, 02 March 2010 Carmarthenshire, 24 March 2010 Redcar & Cleveland
Supervisory skills Train the trainer - lunchtime supervisors	11 February 2009 Denbighshire, 23 February Denbighshire 24 March 2010 Redcar & Cleveland
Transport responsibilities:	10 July 2009 Barnsley, 17 September 2009 Salford, 22 September 2009 Camden
Executive mentoring:	10 February 2010 Birmingham, 16 March 2010 London

Meetings held

National Council:

18 & 19 June 2009, York / 8 September 2009, Cardiff / 11 December 2009, Derry / 26 March 2010, London

Policy, Performance and Scrutiny Sub-Committee:

31 July 2009, Cardiff / 30 October 2009, Derry / 26 February 2010, Birmingham

Annual General Meeting:

9 September 2009, Cardiff

Full Association Meeting:

22 January 2010, Edinburgh

Political party and fringe meetings

Conservative Councillors Association Conference, Friday 5 March, London

Two fringe events - 'Achieving community benefits: Supporting local economies', 'The environment and skills. Is your council doing enough?'

Association of Liberal Democrat Councillors, Saturday 20 June 2009, Sheffield.

Conference workshop session on 'Meeting the requirements of the carbon reduction commitment'

Labour Party Conference 2009, Sunday 27 September to Thursday 1 October

Exhibition and lobbying meetings

Scottish Labour Party Conference 2009, Friday 6 – Sunday 8 March, Dundee

Exhibition and lobbying meetings

Scottish Liberal Democrats Conference 2009, Friday 13 – Sunday 15 March, Perth

Joint fringe meeting with UNISON 'Why a recession needs increased investment in public services'

SNP Conference, Friday 15- Sunday 18 Oct 2009, Inverness

Joint fringe event with UNISON 'Public service delivery and insourcing'

National Conference and Exhibitions

Scottish Liberal Democrat Conference, 5 – 7 March 2010, Perth Concert Hall

Scottish Labour Party spring Conference, 27 March 2010, Glasgow

LGA Annual Conference, 30 June - 2 July 2009, Harrogate

Exhibition and lobbying meetings including two strategic forum events on citizen engagement and housing

Scottish National Party, 16 – 18 October 2009, Perth Concert Hall

Appendix 6: Award winners 2009

APSE service awards winners (September 2009)

Award	Winner
Best employee & equality initiative	City and County of Swansea
Best elected member development initiative	Stockton-on-Tees Borough Council
Best housing & regeneration initiative	Flintshire County Council
Best efficiency initiative	Carmarthenshire County Council
Best healthy living initiative	NPHS (Wrexham)
Best public / private partnership working initiative	Braintree District Council
Best public / public partnership working initiative	Blackburn with Darwen Borough Council
Best public / voluntary partnership working initiative	Inverclyde Council
Best community & neighbourhood initiative	Fife Council
Best information & communication technology initiative	Sandwell Metropolitan Borough Council
Best environmental initiative	Exeter City Council
Best service team construction & building maintenance services	South Lanarkshire Council
Best service team catering services	Stockton-on-Tees Borough Council
Best service team building/facilities cleaning	Milton Keynes Council
Best service team highways, winter maintenance & street lighting services	Denbighshire County Council
Best service team transport & fleet	Wakefield Council
Best service team waste management and recycling	Redcar & Cleveland Borough Council
Best service team streetscene and public realm	Rotherham Metropolitan Borough Council
Best service team parks, grounds and horticultural	Nottingham City Council
Best service team sports, leisure and cultural	East Riding of Yorkshire Council
Best service team social care	Sandwell Homes Ltd
Overall service team of the year	City and County of Swansea

Performance networks awards winners (December 2009)

Award	Most improved performer	Best performer
Building cleaning	St Helens Metropolitan Borough Council	Southampton City Council
Building maintenance	Clackmannanshire Council	Falkirk Council
Civic cultural and community venues	Aberavon Community Centre – Neath Port Talbot County Borough Council	Ditton Community Centre – Halton Borough Council
Education catering	Solutions SK – A Stockport Council Company	London Borough of Greenwich
Highways and winter maintenance	Gateshead Metropolitan Borough Council	Argyll and Bute Council
Parks, open spaces and horticultural services	Copeland Borough Council	Midlothian Council
Refuse collection	Peterborough City Council	Wolverhampton City Council
Sports and leisure facility management	Dunes Leisure Centre – Sefton Metropolitan Borough Council	Waterstone Crook Sports Centre – Fife Council
Street cleansing	Dudley Metropolitan Borough Council	North East Derbyshire District Council
Street lighting	Denbighshire County Council	Rotherham Metropolitan Borough Council
Transport, operations and vehicle maintenance	South Gloucestershire Council	Southampton City Council

Appendix 7: Briefings, publications and media 2009-2010

Briefing papers

April 2009 to March 2010

09-17 The real value of park assets	April 2009
09-18 Audit commission report tired of hanging around	April 2009
09-19 State of the market survey - leisure services	April 2009
09-20 Individual budgets in social care	April 2009
09-21 Swine flu Issues for local authorities	April 2009
09-22 HCA proposals for local authority new build	May 2009
09-23 Highways Street Lighting and Winter Maintenance state of the market survey	May 2009
09-24 Operational efficiency programme. final report	May 2009
09-25 Public sector performance management A discussion report	May 2009
09-26 Best Value Two	May 2009
09-27 A Safer Way	June 2009
09-28 Free School Meal Pilots	June 2009
09-29 Performance Networks and new frameworks	June 2009
09-31 Response green jobs and skills inquiry	June 2009
09-32 Nutrition Lobbying Response	June 2009
09-33 New housing powers for LAs	July 2009
09-34 Fuel Duty	July 2009
09-35 Confessing to cartels in Scotland	July 2009
09-36 Food waste	July 2009
09-37 A Safer Way	July 2009
09-38 The LAML judgement	July 2009
09-39 Housing Revenue Account Review	August 2009
09-40 Reform of planning system in NI	August 2009
09-41 low carbon transport	August 2009
09-42 Towards zero waste response briefing	August 2009
09-43 Blacklisting of trade unionists	August 2009
09-44 Future of Care	August 2009
09-45 climate change	August 2009
09-46 Asset management	August 2009
09-47 Grants for construction apprentices	August 2009
09-48 SNP Bills 09-10	October 2009
09-49 review of domestic drivers rules	October 2009
09-50 Local authority trading powers	October 2009
09-51 HRA review Oct 2009	October 2009
09-52 Public right to know and commercial confidentiality	October 2009
09-53 Impact of LAML judgement amendment to the LDEDC Bill	October 2009
09-54 Legislative competence culture briefing	October 2009
09-55 Street cleansing state of the market survey	October 2009
09-56 Legislative competence community councils briefing	October 2009
09-57 Survey report Trading charging and procurement	November 2009

09-58 Consultation response HRA review	November 2009
09-59 Housing update	November 2009
09-60 Queens speech short analysis	November 2009
09-61 Best Value Two Consultation Analysis	November 2009
09-62 Flexible working and service transformation	December 2009
09-63 pre budget report 2009 analysis	December 2009
09-64 Food waste survey results briefing	December 2009
09-65 Towards zero waste consultation findings briefing	December 2009
09-66 Briefing NI absenteeism findings	December 2009
09-67 carbon reduction commitment	December 2009
09-68 Vetting and Barring Scheme and ISA changes	December 2009
09-69 Local Government (Wales) measure 2009	December 2009
09- 70 Civic Health Report and performance management in local government	December 2009
10-01 Local Government (Wales) measure 2009 part 2 briefing	January 2010
10-02 Catering Trend Analysis	January 2010
10-03 Building cleaning costing analysis	January 2010
10-04 Building cleaning trend analysis	January 2010
10-05 Environmental practices briefing	January 2010
10-06 Leisure Trend Analysis	January 2010
10-07 Local Government (Wales) measure 2009 - response to WAG briefing	February 2010
10-08 APSE response to Joint Venture Guidance Partnerships UK and HM Treasury draft	February 2010
10-09 Proposed Legislative Competence for Culture and other fields order 2009	February 2010
10-10 Briefing TSA standards	February 2010
10-11 HMO licences	March 2010
10-12 drug and alcohol testing policies	March 2010
10-12 Random drug and alcohol testing policies	March 2010

Publications and Research

An elected member guide to performance management August 2009

Speaking up for Public Services: the vital role of the public sector in and beyond the recession - Touchstone pamphlet for the TUC, October 2009

The Ensuring Council; Governance neighbourhoods and service delivery II November 2009

A new generation of council housing a report by APSE and UNISON November 2009

More bang for the public buck: a guide to using procurement to achieve community benefits February 2010

Under one roof: The holistic benefits of retained council housing March 2010

Articles

Title	Author	Publication	Date
What does APSE want from an incoming Government?	Paul O'Brien	Public Servant	April 2010
The future is bright - the future is green	Paul O'Brien	MJ	April 2010
Letter on social housing	Paul O'Brien	MJ	April 2010
Self-directed solutions	Rob Bailey	MJ	March 2010
Surviving in the local government 'Hurt Locker'	Paul O'Brien	The MJ	March 2010
Housing at the heart of communities	Paul O'Brien	The Guardian	March 2010
Only the fittest survive	Rob Bailey	Recreation	March 2010
Doubling up	Mark Bramah	Public Finance	March 2010
Feeling the benefit locally	Mark Bramah	The MJ	February 2010
Balancing act	Mark Bramah	LGN	February 2010
Slash and burn politics is no substitute for continuous improvement	Mark Bramah	Public Finance	February 2010
The impact of public spending cuts	Paul O'Brien	Public Servant	February 2010
APSE survey on impact of bad weather on parks services	Debbie Johns	Horticulture Week	February 2010
The leading lights	Debbie Johns	CIWM *	January 2010
Do the decent thing	Phil Brennan	LABM *	January 2010
Food for thought	Debbie Johns	CIWM	November 2009
Speech to House of Commons on a new generation of council housing	Paul O'Brien	House of Commons	November 2009
Time to speak up	Paul O'Brien	MJ	November 2009
Taking local government forward	Cllr. Shaun Gallagher	The Guardian	October 2009
The carbon clock is ticking	Paul O'Brien	MJ	September 2009
Public service delivery at a crossroads	Paul O'Brien	MJ	June 2009
Kerbing enthusiasm	Phil Brennan	The Surveyor	May 2009
Taking stock of the salt situation	Phil Brennan	The Surveyor	May 2009
'Our survey says'...	Rob Bailey	Recreation	May 2009
Leading the way through the commissioning maze	Cllr. Arwyn Woolcock	LGA first	April 2009

* CIWM - Chartered Institute of Waste Management

* LABM - Local Authority Building Magazine

APSE has a range of regular features and topical articles in the local government press, including the trade specific press. In particular this includes: CIWM - Chartered Institute of Waste Management

The MJ: Regular comment feature by APSE Chief Executive, Paul O'Brien

The Surveyor: Regular features, articles and comments on trade issues from salt and grit shortages to street lighting PFI.

Cost sector catering: Regular features on issues that impact on school and civic catering from job evaluation costs to nutrient based standards in school meals

Recreation magazine: Regular features that have explored the impact of obesity on council leisure services through to the use of exercise on prescription

LGC: Commentary on strategic policy issues such as council budgets and capital finance

Building magazine: Comment on cartels and construction issues

LGN: Comment feature with APSE Assistant Chief Executive, Mark Bramah

APSE has also made contributions by way of comment, articles and features to Public Servant, Public Finance and Inside Housing.

Appendix 8: APSE Best value consultancy client list and APSE partners 2009-2010

Best value consultancy and lifelong learning and development associates

Alan Dalton, Alan Howie, Arthur Nicholls, Bernard Sutton, Bill Brown, Chris Frake, Colin Stewart, Daniel Parr, Dave Henrys, David Johnson, Di Parkin, Howard Morris, Iain Hook, Jacky Edwards, James Johnstone, James Lavery, James Wheldon, Jamie Ward, John Bedwell, Lesley Davis Inglis, Lindsay Graham, Malcolm Wing, Margo Blair, Maria Kelly, Mick Hannon, Peter Connell, Peter Johnson, Peter Moffatt, Philip Baldwin, Rab Bird, Rodney Cook, Tom Hastey, Trevor Hawkins

Best value consultancy clients

APSE Scotland, Aberdeen City Council, Armagh City & District Council, Bath & North East Somerset Council, Bedford Borough Council, Birmingham City Council, Blackburn with Darwen Borough Council, Brent Housing Partnership, Bristol City Council, Calderdale Council, Cardiff Council, Carlisle City Council, Cestria Housing Association, Copeland Borough Council, Corby Borough Council, Craigavon Borough Council, Denbighshire County Council, Derry & Strabane Councils, Down District Council, Dorset County Council, Dudley MBC, Durham County Council, Edinburgh City Council, Erewash Borough Council, Hillingdon London Borough, Knowsley Council, Lambeth London Borough, Leicestershire/ Warwickshire Districts, Manchester Highways, Manchester City Council, Midlothian Council, Norfolk County Services, Nottingham City Council, Oldham MBC, Oxford City Council, Perth & Kinross Council, Preston City Council, Reading Borough Council, Scottish Borders Council, Scottish Building Maintenance Project, School Food Trust, Sefton MBC, South Essex Homes, Sunderland City Council, Swansea City & County Council, Vale of Glamorgan Council, West Lothian Council, West Oxfordshire District Council, Wigan Council, Waste Improvement Network, Wolverhampton City Council.

Trade Unions: Bournemouth/ Unison, Buckinghamshire/ Unison, Chesterfield Unison, East Coast Lincs Unison, Essex County Unison, Gwent Unison, North Somerset Unison, Oxfordshire Unison, Southampton Unison, Stoke City Council/Unison, TUC, Unison.

Partners



Appendix 9: Staff and resources



Councillor Shaun Gallagher

National Chair 2009/2010

Cllr Shaun Gallagher is a member of the Social Democratic Labour Party (SDLP) and has served on Derry City Council since 1989.



Ellen Cavanagh

National Secretary 2009/2010

Ellen Cavanagh is Ellen is the Management Services Officer for Derry City Council with responsibility for corporate planning and policy development.



Paul O'Brien

Paul O'Brien, chief executive, has overall strategic responsibility for the management and development of APSE's activities in the United Kingdom.



Mark Bramah

Mark is assistant chief executive at APSE working alongside the Chief Executive with responsibility for APSE's services and special projects.



Andrew Spowart

Andrew is principal advisor for APSE Scotland. He is involved in building links with the Scottish Government and Parliament and a range of other professional and local government organisations in Scotland as well as promoting best value to Scottish local authorities.



Debbie Johns

Debbie is the principal advisor for APSE Wales. She is the contact for APSE's environmental portfolio of services including waste management, refuse collection and street cleansing; parks, horticulture and grounds maintenance; and transport and vehicle maintenance.



Mo Baines

Mo is the principal advisor for APSE Northern. She is the contact for APSE's service transformation, efficiencies and procurement portfolio which includes citizen engagement; community safety; fire and police partnerships; efficiencies, procurement and service transformation; and workforce strategy and employee relations.



Phil Brennan

Phil is the principal advisor for APSE Northern Ireland. He is the contact for APSE's technical services portfolio which includes housing, construction and building services; and roads and highways maintenance.



Rob Bailey

Rob is principal advisor for APSE Central. He is also currently acting in a co-ordinating role for APSE Southern and South West. He is the contact for APSE's facilities and facility management portfolio which includes building cleaning, catering, leisure management and community venues, and social care.



Andy Mudd

Andy is the principal consultant with APSE's best value consultancy. Andy joined APSE in 1999 as a principal advisor. Andy manages APSE's best value consultancy and interim management services.



Jan Mazzone

Jan is principal trainer for APSE and has responsibility for APSE lifelong learning & development. Jan has a background in training & development in both central and local government.



Lindsay Towler

Lindsay is the business and resources manager.



Louise McMillan

Louise is marketing and exhibition manager for APSE.



Gayle Gibson

Gayle is the senior consultant with APSE's best value consultancy.



Wai Lee

Wai is finance and management information team leader.



Jenny Hughes

Jenny is marketing and coordination officer.



Emma Nolan

Emma is a performance networks officer.



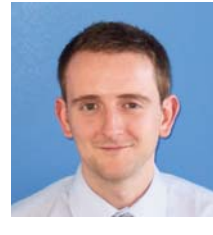
Joe Furniss

Joe is IT and research officer.



Cheryl Walker

Cheryl is a performance networks officer.



Gary Mooney

Gary is a research and advisory officer at APSE Scotland.



Alexandra Gardiner

Alexandra is the client co-ordination officer with APSE's best value consultancy



Laura McNab

Laura is administrative and finance officer at APSE Scotland.



Keisha Swaby

Keisha is an administrative assistant.



Mike Egerton

Mike is an administrative assistant.



Steven Keefe

Steven is an administrative assistant.



John Clough

John is finance and administrative assistant



Nicola Carroll

Nicola is APSE's media consultant.

LOCAL SERVICES LOCAL SOLUTIONS

Association for Public Service Excellence

2nd Floor, Washbrook House, Lancastrian Office Centre,
Talbot Road, Old Trafford, Manchester, M32 0FP

telephone: 0161 772 1810

fax: 0161 772 1811

email: enquiries@apse.org.uk

web: www.apse.org.uk



GB 11409



GB 11132



GB 14074



INVESTOR IN PEOPLE