

apse

annual report 2011



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Preface

It has been both a great privilege and a pleasure to have been elected as APSE's National Chair for the second time - having previously served as National Chair in 2004 - at the Annual General Meeting held in Derry in September 2010. My predecessor Councillor Shaun Gallagher of Derry City Council led APSE with great distinction during his year of office ably supported by his National Secretary Ellen Cavanagh also of Derry City Council. Both of them handed over to me a strong organisation both financially and in terms of its reputation for producing high quality work and representing its membership effectively.

The past year has been hugely challenging for local government. The General Election in May 2010 produced a hung Parliament which led to the formation of the first Coalition Government since the Second World War. The austerity programme embarked on by the Government in order to meet its ambitious deficit reduction strategy, has wide ranging implications for local government and for the public sector. The far reaching cuts which we are now having to manage threatens the very existence of much needed front line public services. The whole focus of APSE's work over the past year has been aimed at supporting its membership in identifying ways in which to deliver greater efficiencies and continuing to provide quality services to local communities. At a time of increasingly scarce resources, the value of APSE as an organisation comes to the fore in terms of providing an effective network for local authorities dealing with the challenges of successive rounds of budget cuts and spending restraint.



But even amidst all of the bad news affecting local government, APSE has been at the forefront of identifying new and innovative approaches to support local authorities in managing transformational change. As an environmental scientist and a long time campaigner on the issue of climate change and renewable energy, I have been delighted that APSE has been leading the way in demonstrating to local authorities the considerable benefits of pursuing renewable energy initiatives from solar, biomass to wind and geo thermal energy. It is a great opportunity for councils to generate new sources of income, reduce dependency on fossil fuels and become more energy efficient, saving considerable sums of money in the process. It also demonstrates community leadership at a time when only local authorities can take a strategic overview of the wider needs of local communities and push forward this agenda positively. APSE has undertaken some pioneering work on developing a revolving fund concept for solar pv installation that can also be adopted for other renewable energy forms.

Of equal importance has been the quality and output of the APSE research programme and I was pleased that during my year of office we were able to establish a Knowledge Transfer Partnership (KTP) with De Montfort University with funding through the Economic and Social Research Council (ESRC), to continue with the high quality research output that APSE has become renowned for. The KTP is a two year project which should build up APSE's research capacity and skills and undertake a series of projects to support the APSE membership around transforming council services during a period of reducing financial resources.

I have enjoyed my year of office and I look forward to the annual seminar coming to Bristol in our South West Region. I have received excellent support over the past year from my National Secretary, Roger Byrne of Swindon Borough Council and from all of APSE's professional staff. I have also been privileged to have chaired APSE's National Council who have continued to set a strategic direction for the Association and assist me in the stewardship and governance of the organisation.

We all face some monumental challenges ahead of us in local government and our communities will depend upon the leadership and support that we can provide in difficult economic and financial times. I believe that APSE is in very good shape to meet the challenges ahead and remain a vital and passionate advocate of front line service providers in local government.

A handwritten signature in black ink that reads "Richard Williams". The signature is written in a cursive, slightly slanted style.

Councillor Richard Williams
National Chair APSE

Foreword

If the past year has been a difficult time for many APSE member authorities, then as a membership organisation, APSE has not been immune from the cold blast of spending reductions and cuts that has swept through most of the local government sector.

We have focussed all of our energies on supporting our member authorities in difficult times and ensuring that APSE is fit for purpose in meeting the challenges ahead.

It gives me great satisfaction to report that despite a difficult trading environment which has impacted upon membership retention in organisations across the local government sector, APSE has enjoyed another successful year and that the Association is in a healthy financial position going forward into even choppy waters ahead. This is in no small measure due to the efforts of APSE staff who have continued to provide a range of services which have enjoyed significant take up from the APSE membership.



Over the past year we produced 80 briefings for the membership on a whole range of topical policy and operational service issues, from winter resilience, to the impact of the Comprehensive Spending Review and from renewable energy opportunities to achieving efficiencies across local government services. We have organised a range of relevant seminars and events which have been well attended by the membership and APSE's National Council set aside resources through a membership retention fund to provide focussed support to individual authorities through training or consultancy and benchmarking in order to demonstrate the added value that APSE can bring through membership.

We have expanded our research programme and produced a range of quality publications including work on efficiencies and transformation in "Avoiding the road to nowhere".

Our new business plan for 2011 -14 was approved by the Full Association in January 2011 and whilst it is difficult to second guess the impact of the spending squeeze on local government going forward and how this will affect APSE, we have put in place the resources we need to meet the needs of our membership and a flexible medium-term plan which can sustain APSE through a difficult period ahead.

I need to thank our National Chair, Councillor Richard Williams of Southampton City Council, and our National Secretary, Roger Byrne of Swindon Borough Council for their unswerving support, advice and constructive criticism on occasions. They have been excellent stewards of the Association during their term of office and have achieved a great deal. Together with APSE's National Council they have continued to set a clear strategic direction within which APSE can move forward over the coming years.

I look forward to meeting many of you at our National Seminar in Bristol to look at how local government's front-line should respond to the changing world in which we find ourselves.

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

Paul O'Brien
Chief Executive

**Overall council of the year in service delivery at the APSE service awards in Derry:
Stockton on Tees Borough Council kindly sponsored by LACA**



CLr Shaun Gallagher with annual service awards presenter Sile Seoige and APSE Chief Executive Paul O'Brien in Derry, September 2010



Section 1 - The year in profile

Events my dear boy, events! - What direction now for local government?

When asked by a journalist what represented the greatest challenge for a statesman, the former Conservative Prime Minister, Harold MacMillan (1957-63) is reputed to have said “events my dear boy, events”. Buffeted around by the events of the last year, this quote could almost have been coined for the situation in which much of local government has found itself.

The tectonic plates of the political landscape shifted following the General Election in May 2010 and the subsequent negotiations leading to the formation of the Coalition Government. Almost immediately a strategy to tackle the country's budget deficit became the centrepiece of the Government's fiscal and policy agenda set out in the Coalition Programme for Government. An emergency budget in June followed by the Comprehensive Spending Review (CSR) in the autumn, saw the Government embark on a programme of tax rises and massive public spending cuts designed to eliminate the deficit over the lifetime of a single Parliament. This also had significant implications for the devolved administrations in Scotland, Wales and Northern Ireland.

The impact of the biggest programme of austerity measures since the Second World War has defined the environment within which all of us in the local government sector have had to exist over the past 12 months.

The new Communities Secretary, the Rt. Hon Eric Pickles M.P. hit the ground running by announcing the abolition of the Audit Commission and the paraphernalia of national targets and performance indicators together with the Comprehensive Area Assessment (CAA) performance framework in England. This was followed in an announcement of major reductions in the funding of many arms length non-governmental bodies (QUANGOs); the front loading of cuts to local council revenue budgets together with an end to ring fenced grants in the three year settlement for English local government announced in December 2010. The spending reductions were coupled with a one year freeze in Council Tax for most English local authorities.

The Government has also pushed ahead with a radical legislative programme designed to implement the Coalition's blueprint for localism – ‘the big society’. In May 2010, the Coalition Government set out its ideas in a Cabinet Office paper entitled “Building the big society”. Many of the policy ideas set out in that paper became the centrepiece of the Government's Localism Bill published in December 2010 and now proceeding through its various parliamentary stages. This includes proposals to implement a ‘community right to challenge’ designed to give local communities and the staff of local authorities the right to bid to take over the running of local council services through voluntary, co-operative and mutual service delivery models; and a general power of competence for local government.

Whilst welcoming some aspects of the localism agenda including greater powers for local authorities, APSE has made its concerns known to Government about expanding markets, competition and choice in the delivery of essential front-line public services. If the Government is genuinely committed to greater local discretion over decisions, spending and service delivery, that does not sit easily with a centrally driven programme of divesting public services to a range of private and third sector providers.

The long awaited White Paper on Public Services Reform was recently launched by the Prime Minister, David Cameron, setting out the Government's views on competition and choice in public services. It has been the subject of great speculation across the public sector and the business sector, who are champing at the bit to take over the running of a greater portion of public service delivery. The Government has also had to rethink some of its radical proposals to introduce greater competition in the provision of health services set out in the Health and Social Care Bill which was the subject of an independent review by the NHS Future Forum and changes to the draft legislation.

What all of this legislative churn will mean for front-line services in local government, is probably too early to judge. But APSE has continued to advise its membership about the implications of the legislation and to respond to the Government on their behalf.

APSE has submitted a response to the Government proposals on the future of audit and inspection in local government following the demise of the Audit Commission and the Chief Executive gave evidence to the House of Commons DCLG Select Committee enquiry into the audit and inspection of local government.

Devolution and divergence – The changing role of local government

It is sometimes easy to forget when every policy initiative and sound bite is reflected through the prism of the Westminster political bubble, that over the past 14 years, parts of the United Kingdom have been on a quite different journey, involving the devolution of power and responsibility over significant areas of the public sector including local government to parliaments and assemblies in Scotland, Wales and Northern Ireland.

Whilst the fiscal, macro-economic and policy agenda set by the Coalition Government impacts significantly on both the resources and responsibilities of the devolved administrations, there are marked differences in approach towards local government. APSE has an ongoing and constructive dialogue with the Scottish Government, the Welsh Government (WG) and the Northern Ireland Executive and with the various representative, audit and regulatory bodies.

APSE met with Carl Sargeant, the Minister for Local Government and Communities at WAG to discuss performance and service transformation; and has undertaken projects on school meals on behalf of WG and the Wales Audit Office. In Scotland, APSE has continued a dialogue with Ministers over public services reform and submitted a response to the Christie Commission.

And in Northern Ireland APSE submitted a response on behalf of its membership to the local government reform policy proposal proposals and retained a dialogue with SOLACE on the Innovation, Collaboration and Efficiency (ICE) programme. In addition APSE's Chief Executive continues to chair the Northern Ireland Local Government Reform Joint Forum.

APSE has also held round table events and forums in Scotland, Wales and Northern Ireland to consult with its membership about the impact of austerity measures on local government services. It is increasingly important that APSE as an organisation continues to reflect the diverse needs of its members right across the United Kingdom and Northern Ireland.

Avoiding the road to nowhere – Efficiencies and service transformation

With cuts and increasingly scarce resources, the pressure on front-line service providers to become more efficient and to continue to deliver quality services has never been greater. A major area of APSE's work has been in assisting its member authorities in responding to the new environment. In September 2010, Lucy Makinson, the new Director of Efficiencies at CLG spoke at APSE's annual seminar in Derry and subsequently APSE's Chief Executive met with her to discuss transformational service delivery. The question posed by her about what does a transformed council look like, has focussed a great deal of APSE's output over the past year.

APSE produced a whole series of efficiency briefings utilising core data on service performance through performance networks APSE's benchmarking arm and covered a wide range of issues such as more effective approaches to public procurement, shared services and joint working, LEAN and systems thinking, workforce and productivity and demonstrating competitiveness. Those briefings were later compiled into a publication for member authorities entitled 'Avoiding the road to nowhere'.

APSE has also developed an approach to service transformation working with a number of councils which builds on a three pronged approach of greater efficiency, innovation in service delivery and generating new income streams for local councils.

Creating a virtuous green circle – a light at the end of the tunnel

Amidst all of the gathering gloom about the future for local government and the services it provides to communities, there has been one shaft of light which provides councils with the opportunity to take a new and innovative approach and potentially generate untapped sources of revenue to support local services. The green agenda which has often been marginalised in terms of core service delivery is now very much at the heart of future plans and strategies.

Local authorities have assets in terms of land, buildings and vehicles. It is estimated that local authorities have £250bn worth of property and that by becoming more energy efficient they could save up to 30% on the costs of running premises. This would have the benefit of reducing costs significantly at a time of pressure on scarce resources and contributing to a reduction in the carbon footprint. They run leisure centres, social housing, schools and operate a range of other civic and public buildings from the town hall to local community centres. The opportunities for front line service providers to become more efficient and to generate new sources of income through the Government Feed in Tariff (FIT) for renewable energy and the Renewable Heat Incentive (RHI) are significant.

APSE has been at the forefront of promoting the use of renewable energy initiatives. APSE has developed its own unique concept of a revolving fund, whereby an initial investment by a local authority in say the installation of solar pv for social housing can generate long term revenues which more than pay back the investment and produce a virtuous green cycle with benefits to the local economy and supply chain, the creation of new jobs and skills, and energy security which can reduce costs and improve the effectiveness of services to the community as a whole.

APSE has produced research on sustainable procurement, investment in green jobs and developing the revolving fund concept and is working with several local authorities on pioneering schemes to implement renewable energy schemes.

The ensuring council versus the enabling council

A major focus of APSE's work over the past year has been in developing a long-term strategy for the future of local government and the services it provides and sets out a clear path to transforming local services without denuding local government of the capacity and expertise it needs to deliver wider benefits for the communities it serves.

Through its knowledge Transfer Partnership (KTP) with De Montfort University, a two year research programme designed to support APSE's membership in addressing the wider issues of continuing to deliver essential public services in a difficult financial climate, APSE is beginning to set out its own strategic vision for the future of local government.

There has to be an alternative to the 'hollowed out' or enabling model of local government which suggests that councils should divest themselves of the responsibility for delivering services and focus on 'steering rather than rowing'. APSE is working with De Montfort and a range of partner organisations including the public sector trade unions in developing its own model of the 'ensuring council' - a local authority of the future with the vision, political leadership and strength to deliver on behalf of the local area rather than relying upon the flimsy levers of influence and negotiation to achieve its aims. The ensuring council is the theme that will encompass a range of work from transforming and redesigning services to meet the challenges ahead through to greening local government services and identifying new capital and revenue streams to improve and support local service delivery.

Section 2 – A focus on APSE in your area

APSE Scotland

APSE Scotland has been subject to a degree of change in the year 2010/2011. Councillor Jim McGuigan and Paul Jukes the Executive Director of Environmental Services from North Lanarkshire Council took over as Scottish Chair and Secretary with John Stewart Leader of Aberdeen City Council taking on the role of Vice Chair. In addition, Andrew Spowart was appointed to the position of Principal Advisor.

APSE Scotland has continued to facilitate and support seven advisory groups over the past year. In addition it has organised three major conferences for its key service areas, all of which were well attended, particularly given the current financial climate facing member Councils.

APSE has been involved in an Audit Scotland Advisory Group which is studying cost, performance and benchmarking activity in local government. It has also been involved in supporting member Councils through a research and information service, producing a range of briefings on topical issues relating to local government.

In addition, APSE Scotland submitted a full response to the Christie Commission which is tasked with reviewing the public sector in Scotland given the downward pressure on resources.

Northern Ireland

Councillor Hubert Nicholl and David McCartney of Ballymena Borough Council continued their roles as Chair and Secretary of APSE Northern Ireland for the second year. Councillor Eamonn O'Neill of Down District Council was Vice Chair whilst APSE Northern Ireland is also represented by Councillor Shaun Gallagher and Ellen Cavanagh from Derry City Council who are the past APSE National Chair and Secretary.

APSE continued to run successful events including a seminar in North Down in October 2010 titled 'Lean, mean and frontline' and an event in Belfast in March 2011, 'Financial Armageddon or managed transformation?'. The latter was run with NIPSA and Bumper Graham, Assistant General Secretary, spoke about the impacts of the spending cuts on local councils in Northern Ireland. Roger Wilson and Geraldine McGahey, Chief Executives of Coleraine and Larne Councils respectively also spoke as part of an impressive line up.

Speakers from the North East Improvement and Efficiencies Partnership, Carmarthenshire County Council, Redcar and Cleveland District Council and the APSE BVC have all addressed audiences at NI regional meetings this year along with a range of local councils and representatives from the Staff Commission, Department of Environment, SOLACE NI as well as Cllr Evelyne Robinson, President of NILGA.

The first of 4 workshops addressing performance management was held in Banbridge with others planned in Derry, Omagh and Ballymena. The first of these free events provided a forum to highlight and discuss issues relating to performance management and measurement and approaches across local government.

APSE continues to support the Local Government Awards - Northern Ireland, now in their third year. New sponsors were attracted this year and 67 submissions were received reflecting the profile of the scheme. Larne Borough Council's Environmental Management Project Team was awarded the Best Local Authority Service Team supported by APSE.

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 at the Savill Building, Windsor Great Park in July 2010. The AGM corresponded with the well attended Southern Parks seminar covering many aspects of park maintenance, promotion and funding.

Several events have been held in the region, including a sports and leisure advisory group in Newham, in October, which included a visit to the Holden Point viewing gallery for the Olympic Park in Stratford. In November, the Southern environmental advisory group met at Canary Wharf to look at efficiency savings around street scene.

The New Year saw a packed meeting, in January, of the transport advisory group held in the House of Commons and hosted by Heather Wheeler MP, Chair of the All Party Parliamentary group on local government.

Valerie Watts, the Chief Executive of Derry City Council, speaking at the annual seminar 2010



Horticulture apprentice of the year 2010, Julia Ford, West Lothian Council



Performance Networks awards presenter, Coronation Street's Shobna Gulati



His worshipful the Lord Mayor of Blackpool addresses guests at Performance Networks awards dinner



APSE South West

APSE South West AGM was held in July 2010 at Windsor Great Park in conjunction with the southern parks seminar, Councillor Richard Williams from Southampton City Council was re-elected as the South West Chair and Roger Byrne from Swindon Borough Council as Secretary. Councillor Williams was subsequently elected APSE National Chair for 2010/11.

The year was rounded off in May with a South West environmental advisory group meeting, held in Bath and focussed on parks and street scene.

APSE Northern

APSE northern remains a buoyant area of activity and under the current Chair, Cllr John Kerr Brown of Warrington Borough Council and Secretary, John Coates of North Lincolnshire Council, has continued to develop a strong programme of membership activity within the region through predominantly offering half day complimentary seminars and events. In line with the geography of the region, events have been held within the North West, North East, Greater Manchester and Greater Merseyside conurbations as well as Cumbria.

Topics for discussion have included performance management and service transformation, environment issues, the new responsibilities under the localism bill and community right to challenge and greening procurement processes. Regional site visits to member authorities have proved to be a popular option including onsite workshop days for member development.

APSE Central

The Central region AGM was held on in May 2010 in Broxtowe followed by a trip around the D.H. Lawrence visitor centre. Councillor Leon Unczur from Nottingham City Council was re-elected Chair for 2010/11 supported by his Vice Chair Cllr Wendy Golland from Gedling Borough Council. Gedling's Deputy Chief Executive, John Robinson was elected regional secretary. During the year John subsequently became Chief Executive of Gedling and passed over the secretary's role to Dave Parton, Head of Direct Services at Gedling.

Several successful events throughout the year, started with over 50 people attending a central environmental advisory group in Leicester on closed churchyards. Such was the interest that it attracted national attendance.

This was followed by a seminar marking the opening of the Corby Cube, the new Corby Council building, built to exacting environmental standards. It provided a forum to hear from Corby Chief Executive, Chris Mallender, explore the new building and listen to Steve Cirell speaking on green energy.

APSE Wales

Councillor Eric Saxon from Monmouthshire Council was elected as Chair and Martin Nicholls from the City & County of Swansea was re-elected as Secretary.

The past year has seen increased activity in APSE Wales around the theme of transforming front line services through efficiency, entrepreneurship and innovation. Symposiums were held in Llandudno on 15 March and Cardiff on 18 March which were addressed by the Welsh Assembly Government and APSE's Chief Executive and included case studies from Flintshire County Council and Cardiff Council. APSE's research publication 'Avoiding the road to nowhere' was launched at these events and contained papers on efficiency by theme and service area. A round table event for main contacts, Chairs and Secretary's was held in April 2011 to discuss the outcomes from the symposiums and to debate issues around delivering services in times of financial austerity.

The three APSE Wales advisory groups have also featured themes on improving productivity, reducing costs and funding issues and again these groups have been well attended during the past year with over 120 elected members and officers attending these groups.

Section 3 – Organisation and services

Research

APSE has continued to expand its research programme and capacity in order to support its membership in responding to the challenges of a difficult financial and economic climate. In particular we have been successful in attracting over £80k of external funding through the Economic and Social Research Council (ESRC) to support a 2 year Knowledge Transfer Partnership (KTP) between APSE and De Montfort University in Leicester, to develop the tools and practical guides to enable APSE to offer specialist services to and advocacy for, councils addressing the transformational operational challenges of reduced public spending. APSE now enjoys the support of a full time research associate based with the Secretariat in Manchester and backed up by the academic and research knowledge of the University in order to build its own research capacity. One of the early projects under the KTP is a detailed research study of the role of Co-Operatives and Mutuals in delivering public services.

In addition APSE has had an extensive programme of research which has been commissioned by other organisations or carried out as part of its overall research programme. In September 2010, we published an Environmental Impact Assessment Toolkit with funding provided through PSnet. APSE has also carried out research for the Association of Retained Council Housing (ARCH) on the holistic benefits of house building by stock retained councils entitled Firm foundations. APSE also published the Sustainable Procurement Toolkit in partnership with the Environment Centre of the University of Southampton and Walker Morris Solicitors. The toolkit was designed to provide a useful resource for councillors and officers in implementing economic, social and environmental measures as part of procurement exercises.

In March 2011, APSE also published a groundbreaking report on creating a revolving fund for local authority solar energy renewable projects called the virtuous green circle. The report sets out clearly the business and economic case for local authorities implementing solar pv schemes for their own building and council housing in order to take advantage of the Feed in Tarrifs (FIT) and create local economic benefits including addressing fuel poverty, supporting local supply chains and creating green jobs. APSE was also involved in the launch of a book by Philip Monaghan entitled “Sustainability in Austerity”.

With the focus of APSEs work clearly upon the financial challenges facing local authorities and the need to create even greater efficiencies, APSE also published a report called Avoiding the road to nowhere which was about transforming service delivery through efficiency and innovation.

APSEs own internal research work also included a major survey and briefing on transformational service delivery in local government. A full list of APSEs publications and research is shown at **Appendix 6**.

APSE in the Media

APSE has continued to enjoy strong media reporting of its aims, values and policy research papers. Regular comment pieces and articles have appeared within the local government press, in particular The MJ, Public Finance, LGC and Public Servant. Specific trade press coverage has also been evidenced in The Surveyor, Inside Housing, Cost Sector Catering, Horticulture Week and many other service specific local government titles. At a national level APSE has also received positive coverage with regular features and comment pieces appearing in The Guardian and Guardian Public.

Research work has provided an excellent framework for APSE’s media activities including associated press coverage on the local authority role in developing solar energy projects, APSE’s recently developed sustainable development procurement toolkit and e-publications on the localism and decentralisation Bill and service transformation. APSE’s role as an expert commentator on performance management cost and service quality issues has been supported by ‘State of the Market’ survey reports in street cleansing, refuse, highways and street lighting and leisure and soft FM services. APSE has also utilised its extensive networks to develop rapid responses to emerging issues in the media such as the severe winter conditions and salt shortages in local authorities, allowing a frontline perspective to be placed into more generic media reporting.

Direct News

During the year APSE published six editions of its in-house news publication ‘Direct News’ which provides members authorities with information on a range of strategic and service delivery issues. ‘Direct News’ continues to provide a platform for member authorities to share best practice and showcases much of the work undertaken by councils in improving services, delivering efficiencies and innovating in service delivery.

The newsletter has included articles by Manjeet Gill the Chief Executive of West Lindsey Council on developing a vision of the entrepreneurial council; Lucy Makinson the Director of Efficiencies at CLG on responding to financial austerity; Jane Davidson, the Wales Environment Minister on a zero waste strategy for Wales; and John Robinson, the Chief Executive of Gedling Council on a partnership approach to solving the rubbish problem. Direct News continues to feature articles from its legal partners Eversheds and Walker Morris on a range of procurement, workforce and trading and charging matters.

It has also focussed extensively on the pioneering work being undertaken by local authorities such as Swindon and Wrexham in developing new forms of renewable energy through solar pv together with features by APSE's leading expert in the field of carbon reduction and renewable energy, Steve Cirell formerly the Head of the Green Cornwall Programme and now an APSE independent consultant.

Advisory groups and strategic forums

The advisory group meetings remain well attended and continue to offer support to council officers and members looking to make savings, improve services and remain aware of developments in the sector. They highlight new projects, best practice, innovations from suppliers and changes in legislation as well as a range of issues which are discussed amongst delegates leading to sharing of ideas and information outside of the groups.

They are a free service to all APSE members and meet quarterly in Manchester attracting people from across the country. Agenda topics are raised by members so the content remains appropriate to front line service providers and there is a session to cover APSE's performance networks issues where relevant.

There are also 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 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**.

Briefings and network query service

APSE's email briefing service provides members with up-to-date information on developments across local government. During 2010/11, 80 briefings were issued covering a diverse range of strategic and service based topics from school meal eligibility to rates of salt spreading and the implications of forthcoming legislation.

Members throughout the UK make extensive use of the regular network query service with over 16,000 contacts on the circulation list. Over 140 queries were made to obtain ideas, support and best practice across all service areas from peer authorities.

All briefings, press releases and details of APSE publications and service specific questions are listed on the APSE website <http://www.apse.org.uk/membership/briefings.html>. A list is shown at **Appendix 7**.

Lifelong learning and development

Last year APSE's Lifelong learning and development provided training to over 1500 delegates. Our most popular events were supervisory skills courses delivered to front line team leaders and supervisors in StreetScene and street cleansing, transport, catering and cleaning, building maintenance and housing repairs.

More councils than ever (55) preferred to hold their courses in-house, making use of their own facilities on site – from high tech training rooms to portacabins in refuse depots! Our joint events with IMSPA (formerly ISRM/ISPAL) took project management to leisure services, trusts, and sports partnerships across the UK to improve the skills of those managing the diverse range of projects within the leisure industry.

On behalf of Dr Jo Pike from Hull University, we continued to cascade the programme of 'Getting the most out of lunchtimes at school'. Almost 250 staff from mid day supervisors to healthy schools advisors are working towards the whole school community approach as a result.

The most popular Masterclasses in 2010 -2011 were Health and Safety related – an encouraging response from authorities wanting to raise the profile of H&S in their service management and delivery. Demand included refresher events on accident investigation, CDM (Construction design and management) regulations, corporate manslaughter and health and safety in environmental services.

Our elected member development included workshops in Northamptonshire bringing together elected members from all parties across neighbouring councils to discuss and debate "Scrutiny and the new White paper."

Details of all training courses run in 2010/11 are shown at **Appendix 5**.

APSE website home page

apse Association for Public Service Excellence

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- best value consultancy
- interim solutions
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- research and campaigns

Welcome to APSE

APSE (Association for Public Service Excellence) is a not for profit local government body working with over 300 councils throughout the UK. Promoting excellence in public services, APSE is the foremost specialist in local authority front line services, hosting a network for front line service providers in areas such as waste and refuse collection, parks and environmental services, leisure, school meals, cleaning, housing and building maintenance. We hope you enjoy our website.

The Virtuous Green Circle

Money sadly does not grow on trees... but it can grow on your local authority roofs! APSE's latest research publication, developed in conjunction with leading green lawyer and APSE associate Stephen Cirell, explores how local authorities can exploit Feed-in Tariffs to generate real new income from Solar Photovoltaic Panels. We explore how the income derived from solar energy can help create a revolving fund to sustain renewable energy projects within your authority, help generate much needed revenue and perhaps more importantly help green your energy supplies. In an age of concern about energy security we hope this publication will help you develop your councils response. Click here to read our full press release and here to order the publication. You can also attend our forthcoming seminar on this issue. [Click here for details.](#)

Ship shape and Bristol fashion

This year's APSE annual seminar 2011 will be held in the stunning City of Bristol on the estuary of the River Avon, the City boasts an excellent array of conferencing venues. APSE delegates are assured of a warm South West welcome. This year's conference will be directed at helping our members move forward following the austerity budgets and exploring new ways to save money, generate income, maximise productivity and of course continue to deliver excellent frontline local government services. Note the dates in your diary! Wednesday 7 and Thursday 8 September.

The MJ Offer for APSE members

The MJ is a leading journal offering local authorities up-to-date information on all aspects of local government from policy through to service delivery, covering articles, information and reports, to keep you and your service area bang up to date with all the latest news. Issued every Thursday The MJ usually costs £140 per year but APSE has negotiated a special offer on behalf of our contacts that currently do not subscribe to The MJ, which is a reduced subscription of £77 for the year. If you would like to take advantage of this offer please [click here](#) to download the special offer form and return to APSE.

What's the ***** council ever done for me?

Download our new pamphlet: *What's the ***** council ever done for me?*

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Direct News latest edition

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The blog of the Association for Public Service Excellence

Transforming local authority estate and solving the funding crisis

By Paul O'Brien Saturday 11 June 2011

Local Government owns £250B of property with an estimated one fifth of revenue expenditure going into managing that property. This was a fact that made me sit up in my seat when I attended an event on Local Authority Estate Transformation in Manchester the other day.

A recent report 'Leaner and greener: Delivering Effective Estate Management' identified that a reduction of 30% in occupied space would realise potential operational cost savings of £7B. For cash strapped authorities across the country facing service cuts and making staff redundant this potential alternative cannot be ignored. APSE will certainly be looking closely at this opportunity for local government.

Heather McManus, Deputy Chief Executive at Lancaster City Council suggested that her own authority have already made great strides in pursuing this agenda. Politicians clearly want to protect frontline services by making savings elsewhere; she cautioned however that it is vitally important that citizens are fully engaged in any property rationalisation programme as they often have cultural attachments to certain buildings that are not immediately apparent. Lancaster has reduced their space usage over the last 3 years by between 20 and 30% saving over £6.6m in the process.

Some of the consultants present claimed that the public sector could reduce its property holdings by almost 50%, I take the thrust of the point but I wonder what would happen if all this surplus capacity property appeared on the market at the one time? Just for clarity the consultant also stated that the private sectors utilisation of space is just as bad with between 30 and 50% of space wasted.

Whilst I have blogged a lot about renewable energy the emphasis at this event was on carbon reduction and some of the figures were startling. Energy prices are likely to rise between 80 and 100% by the end of the decade and the cost of carbon is likely to be £300 per tonne come 2020. On the plus side 30% of savings could easily be made from existing premises by promoting sustainable behaviour change. My way of looking at it is if you were generating your own energy you would avoid the carbon cost and get paid for doing so through the feed in tariffs. Hopefully, some food for thought.

SHARE

Paul O'Brien
Chief executive
Contact

Paul O'Brien
APSEtweets

@nmcinroy good discussion on green economic regeneration. Project could help achieve transition to green economy many blow hards talk about!
18 hours ago · reply · retweet · favorite

Leaner & greener: delivering effective estate mgmt, in Manchester. Local gov owns £250B of property, spends 20% revenue budget maintaining.
yesterday · reply · retweet · favorite

Bonds better option than PWLB? - Councils plan to raise billions from bond market | News | Inside Housing: <http://t.co/ut4shF2> via @AddThis
5 days ago · reply · retweet · favorite

Pickles says half of legal duties on councils since 19thC were imposed

Best value consultancy

As cuts to local government budgets dominated the local government agenda in 2010/11 and the consultancy responded accordingly. APSE has developed a unique and cost effective approach to cost reduction that focuses on efficiency service transformation and improvements.

Access to performance networks data is a unique selling point that sets APSE's offer apart from its private sector competitors and has helped keep the consultancy at the cutting edge of thinking. As a result performance has held up in what has been a very difficult trading environment.

The interim management service has also maintained its position by working hard to match the needs of our member authorities with a supply of suitable, experienced people at value for money rates. By linking these managers in to the development of the consultancy offer and in particular the use of performance networks data, APSE adds unique value to interim placements.

Overall the consultancy delivered around 100 projects in the year. A particularly strong final quarter has left the order book in a healthy state going into the challenges of the new financial year.

Performance networks

APSE performance networks is used by over 200 local authorities and benchmarks the following services; 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.

In challenging times for local government it is even more important for council front line services to be able to source reliable performance information on the cost, efficiency, quality and effectiveness of services. Local authority front-line service providers are increasingly required to demonstrate the competitiveness and value for money of service provision relative to other local authorities and service providers and this will remain an important requirement over the coming years.

In response to a question from a member of the House of Commons Communities and Local Government Committee in September 2010 about how local authority performance would be assessed following the abolition of the Audit Commission and the Comprehensive Area Assessment (CAA), the Communities Secretary, Rt. Hon Eric Pickles MP mentioned APSE as an organisation that produced comparative performance information for local authorities.

The past year has seen further developments in performance networks. County Surveyors Society (CSS) Wales (highways and transportation group) have been working with APSE in relation to moving their data collection from the Welsh Audit Office to APSE performance networks to monitor performance from 2010-11. APSE carried out an analysis of performance data, using data drawn from performance networks, for a study which Audit Scotland undertook on physical recreation. A continued agreement has been made with Defra for APSE to be able to access data directly from Waste Dataflow to reduce the data collection for refuse collection again this year. A meeting was held with Keep Britain Tidy in March 2011 on accessing data directly from them next year for those authorities who put their old NI 195 data into their database. APSE has produced the Cost of School Meals report again for the Welsh Assembly Government as part of the Appetite for Life Programme. We have been working with the North East Improvement and Efficiency Partnership (IEP) about incorporating their data collection exercise for councils in the north east of England on waste into performance networks beyond April 2011 and this has been agreed with the councils and actioned for the forthcoming year.

UK-wide process benchmarking groups and Scotland-specific groups are now meeting on a regular basis and an area has been created on the member's only web portal to share notes and other documentation to facilitate the process.

Advocating excellence

APSE's advocacy and influence continues to increase across the UK. APSE has campaigned for the reform of the Housing Revenue Account (HRA) and for funds for new council housing. APSE has organised events with the Association for Retained Council Housing (ARCH), which have helped to deliver changes in the HRA, leading to the removal of the national subsidy system and local retention of rental income.

APSE submitted written evidence to the House of Commons Communities and Local Government Committee New Inquiry and Call for Evidence on the audit and inspection of local authorities following the abolition of the Audit Commission. The submission focused on using APSE performance networks in the development towards a more localised set of performance information. APSE was invited to provide oral evidence to the DCLG Select Committee Inquiry on 21 March 2011. APSE also responded to the consultation on the Cabinet Office 'Modernising Commissioning: Increasing the role of charities, social enterprises, mutuals and cooperatives in public service delivery' and to the consultation on the Localism Bill and provided a response to the consultation on proposed changes to Best Value.

Local Government Minister, Andrew Stunell MP addressed APSE delegates at the City of Manchester Stadium in January 2011 to discuss opportunities arising from renewable energy schemes. APSE has also met with Lucy Makinson the Director of Efficiencies at Communities and Local Government (CLG) to discuss APSE's views on efficiency and the Shadow CLG spokesperson Jack Dromey at Westminster. APSE has become a member of GreenLINK, which brings together, at a national level, organisations that are active in the parks and green space sector. APSE has also been involved in the 'Love Where You Live' campaign launched by Keep Britain Tidy and the Government supported cross-sector programme which aims to reduce the amount of litter in England by 2020.

We held a series of fringe events at political party conferences including the Conservative Councillors Association Conference in February 2011 to discuss the future of Audit and Inspection and Benchmarking. APSE was also represented at the Conservative annual conference and hosted a fringe event on achieving community benefits in procurement.

The Liberal Democrat Conference in Liverpool in September 2010 saw APSE participating in a range of fringe events particularly on Climate Change issues where matters were raised with the Secretary of State for the Environment Chris Huhne.

APSE attended the Labour Party conference in Manchester taking in part in sessions on Cooperatives and Mutuals, Climate Change and Social Housing. The LGA conference held in Bournemouth set the scene for two APSE strategic forums one on climate change and one on asset management and the use of council buildings and assets as a focus for regeneration.

In Scotland, APSE met with the Scottish Government to discuss school meals and food policy and also with the Scottish Sports Association to address leisure policy. APSE has held fringe events at the party political conferences on sourcing public sector services in the future and reinventing Local Government in an age of austerity. At the annual Scottish Housing and Building Seminar in Peebles, APSE hosted a political debate with representatives of all the main political parties.

In Wales, APSE held a meeting with the Minister for Social Justice and Local Government at the Wales Assembly Government, Carl Sargeant in May 2010. Following the meeting the Minister asked for a further follow up meeting to discuss examples of collaborative working in the public sector and performance management which took place at WAG in June 2010.

A list of political party, fringe meetings and national conferences and exhibitions attended is shown at **Appendix 5**.

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, Audit Commission, National Audit Office, Wales Audit Office, Audit Scotland, Centre for Local Economic Strategies (CLES) and the Institute for Local Government Studies at the University of Birmingham (Inlogov).

APSE continues to work closely with the Association for Retained Council Housing (ARCH). Other examples APSE worked closely over the past year include the Freight Trade Association, Greenspace, Lantra, Play England, Keep Britain Tidy, Adept and CSS Wales, CAFE Space, CiPFA, SOCITM, School Food Trust, Local Government Staff Commission NI, Local Government Training NI, SOLACE NI, William Johnston Memorial Trust, the Association of Building Cleaning DSOs (ABCD), TUC, UNISON, UCATT, UNITE, Walker Morris, Eversheds, the Health and Safety Executive, Local Authority Caterers Association and Institute for Management of Sport and Recreation Management (now IMSPA – the Institute for the management of Sport and Physical Activity).

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 continues to strive 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 increased the benefits which have been introduced to those within the scheme. These include representatives being able to present at various advisory groups and seminars throughout the year, including our successful one day and service specific events. These new and enhanced opportunities have helped to make the scheme more attractive 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 including Consilium Technologies, Hays, Scotshield, Zoeller Waste Systems, Triscan Systems. Zoeller Waste Systems have in fact now committed to continuing their support for the important APSE Transport & Mechanical Apprentice of the Year awards over the next few years. Highlighting that 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

The association has been successful in maintaining the Investors in people (IIP) accreditation following a thorough assessment on a variety of staffing matters. APSE's approach to staff training, staff development, management and employee engagement were all assessed as part of the process.

During the year all of the principal staff received training on 'Lean six sigma' and further went on to become 'yellow belt' accredited, a tool that is proving useful in advice provided to the Association's membership. Michael Egerton, Administration Assistant, has successfully passed the first year of his HNC Business Administration course and the Association is continuing to support him through the second year.

Adele Reynolds was appointed and is based from APSE's Manchester offices as a dedicated Research Associates as part of the KTP with De Montfort University, following a previous role as a research and performance officer with Chorley Borough Council.

Keisha Swaby, Administrative Assistant and Laura McNab, Administrative and Finance Officer are both currently on maternity leave, and we congratulate them on the joyful arrival of Aljay Swaby and Katie McNab.

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

APSE continues to be accredited for ISO9001 / ISO14001 and ISO27001.

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



Rt Hon Eric Pickles, MP Secretary of State for communities and local government at the Conservative Councillors Association 2010

Section 4 - Finances



Section 4 - Finances

Association for Public Service Excellence

Income and Expenditure Account for the year ended 31 March 2011

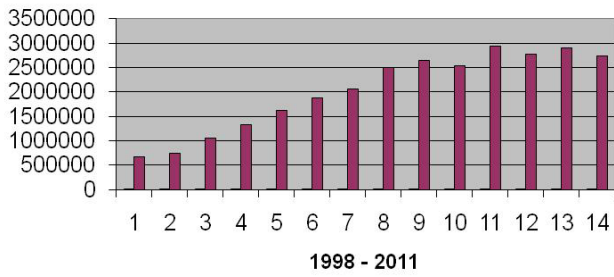
Income	APSE £	Best Value Consultancy £	Lifelong Learning £	Performance Networks £	Total 2011 £	Total 2010 £
National membership fees	559,950	-	-	704,833	1,264,783	1,237,844
Approved partners	19,500	-	-	-	19,500	13,230
Seminar income	335,259	-	-	65,049	400,308	480,951
Consultancy and training income	80,750	798,692	147,138	1,400	1,027,980	1,097,155
Publication sales	7,123	-	-	-	7,123	37,298
Miscellaneous income	10,174	42	-	785	11,001	14,055
Bank interest	17,231	-	-	-	17,231	16,180
Total income	1,029,987	798,734	147,138	772,067	2,747,926	2,896,713
Expenses						
Establishment	509,684	160,333	90,562	297,019	1,057,598	1,040,368
Associates	-	579,303	21,831	22,517	623,651	734,665
Seminar costs	205,174	2,716	-	96,253	304,143	357,549
Meetings	31,063	343	8,643	3,147	43,196	48,456
Fringe meetings	10,973	-	-	-	10,973	12,316
Premises costs	45,923	9,472	7,970	28,944	92,309	92,330
Office costs	59,668	2,415	2,140	31,927	96,150	137,638
Printing and photocopying	106,465	1,305	-	54,675	162,445	133,120
Professional fees	17,533	-	-	133,952	151,485	151,426
Promotional/advertising	10,265	50	502	6,766	17,583	19,194
Bad debts	10,217	1,012	-	14,763	25,992	1,139
Depreciation	11,392	12	-	-	11,404	36,851
Miscellaneous	4,668	63	94	3,214	8,039	9,402
Development and special projects	54,975	-	-	-	54,975	58,803
Membership retention	34,768	-	-	-	34,768	-
Total expenses	1,112,768	757,024	131,742	693,177	2,694,711	2,833,257
Net surplus/(deficit) for the year	(£ 82,781)	£ 41,710	£ 15,396	£ 78,890	£ 53,215	£ 63,456

Association for Public Service Excellence

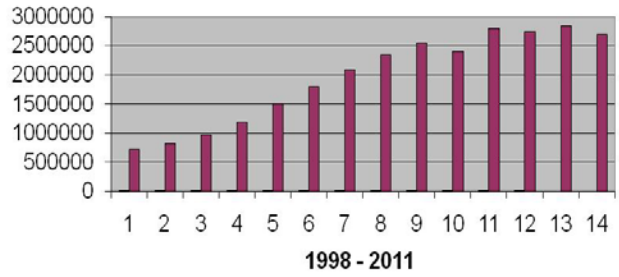
Balance Sheet as at 31 March 2011

	2011		2010	
	£	£	£	£
Fixed assets				
Tangible assets		5,953		6,075
Current assets				
Debtors	612,183		600,801	
Current asset investments	1,048,945		539,241	
Cash at bank and in hand	208,430		485,752	
	1,869,558		1,625,794	
Creditors: amounts falling due in less than one year	(498,520)		(308,093)	
Net current assets		1,371,038		1,317,701
Total assets less current liabilities		£ 1,376,991		£ 1,323,776
Reserves				
General reserves		1,311,759		1,323,776
Membership retention fund		65,232		-
		£ 1,376,991		£ 1,323,776

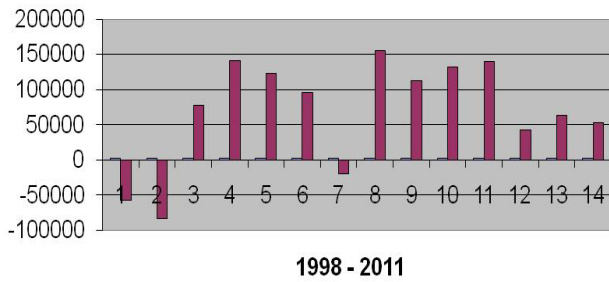
Turnover



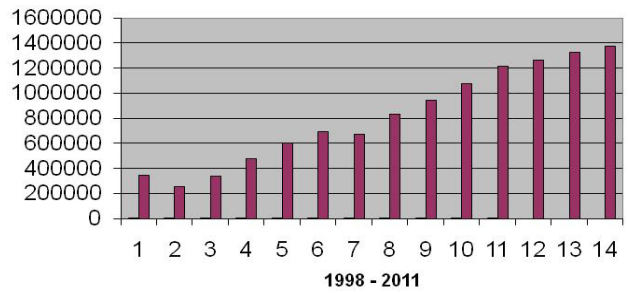
Expenditure



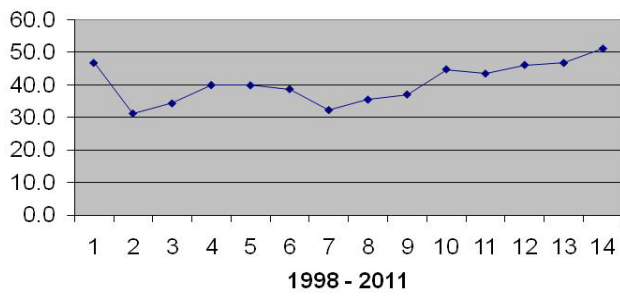
Surplus / (Deficit)



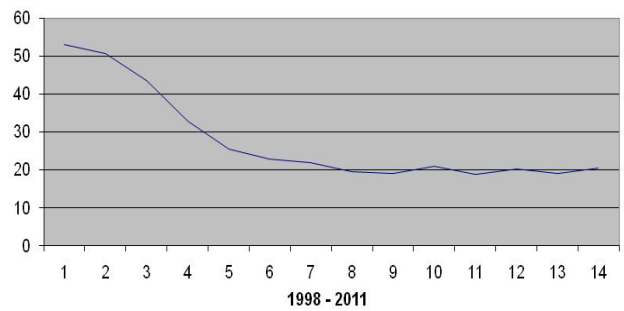
Reserves



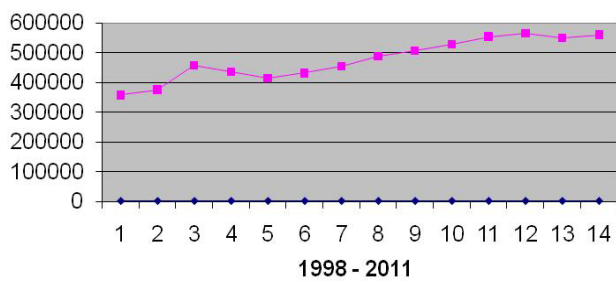
Reserves as % of expenditure



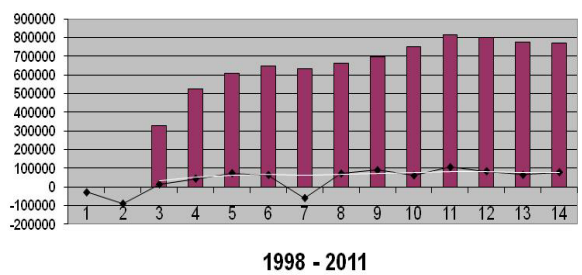
Subscriptions as % of turnover



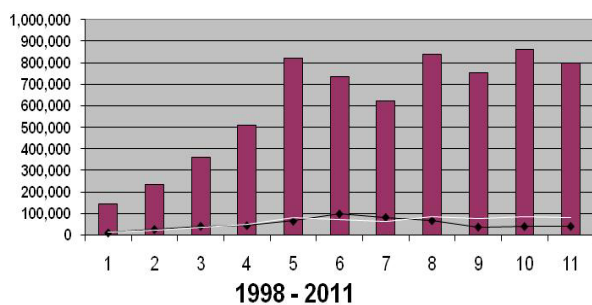
Subscriptions



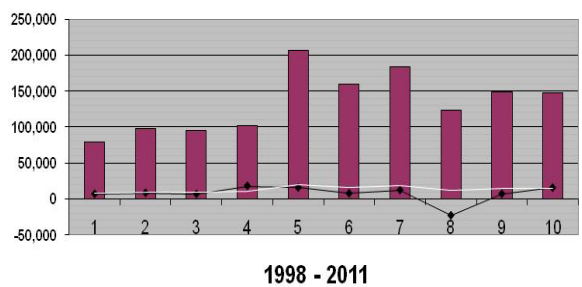
Performance Networks



Best Value Consultancy



Lifelong Learning & Development



Appendices



Finalists in the APSE Transport Apprentice of the Year Awards 2010, visiting award sponsor FAUN Zoeller factory in Bremen, Germany with Christine Foxley and Ashley Webster, Regional Account Managers with FAUN Zoeller (UK).



Stephen Cirell, APSE Associate Consultant speaking on renewable energy at the annual seminar 2010

Appendix 1: APSE members 2010-2011

Total: 244 Members as of 31 March 2011

Approved Partners: (10 members)

APTUS Public Sector, Colas Ltd, Consilium Technologies Ltd, Hays, IQ Software Systems, ROCC Computers Ltd, Scotshield Ltd, SGM contracts LLP, Triscan Systems Ltd, Zoeller Waste Systems Limited.

Associate: (16 members)

Aspire Housing, Department of Environment Northern Ireland, Department of Finance and Personnel Northern Ireland, Glasgow Housing Association, GMB, Homes Group Ltd, Keep Britain Tidy (formerly ENCAMS), Local Government Information Unit, Local Government Staff Commission for Northern Ireland, NIPSA, Northern Ireland Housing Executive, Rossendale Leisure Trust, UNISON, UNITE, Vision Redbridge Culture & Leisure, Wakefield and District Housing.

APSE Central: (38 members)

Ashfield District Council, Bassetlaw District Council, Birmingham City Council, Bolsover District Council, Bromsgrove District Council, Broxtowe Borough Council, Chesterfield Borough Council, Corby Borough Council, Coventry City Council, Derbyshire County Council, Derbyshire Dales District Council, Dudley Metropolitan 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, Northampton Borough Council, Northamptonshire County Council, North East Derbyshire District Council, Nottingham City Council, Nottinghamshire County Council, Nuneaton & Bedworth Borough Council, Redditch Borough Council, Rugby Borough Council, Sandwell Metropolitan Borough Council, Shropshire Council, South Derbyshire District Council, South Staffordshire Council, Stafford Borough Council, Staffordshire County Council, Stoke-on-Trent City Council, Telford & 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, City of York 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, Douglas Borough Council, Durham County Council, East Riding of Yorkshire Council, Gateshead Council, Greater Manchester Fire & Rescue Service, Halton Borough 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 & 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, West Lindsey District Council, Wigan Council.

APSE Northern Ireland: (17 members)

Ards Borough Council, Armagh City & District Council, Ballymena Borough Council, Banbridge District Council, Belfast City Council, Belfast Education Library Board, Coleraine Borough Council, Craigavon Borough Council, Derry City Council, Down District Council, Newry & Mourne District Council, North Down Borough Council, North Eastern Education Library Board, 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 & 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 & Kinross Council, Renfrewshire Council, Scotland Excel, Scottish Borders Council, Shetland Islands Council, South Ayrshire Council, South Lanarkshire Council, Stirling Council, Strathclyde Fire Brigade, Tayside Contracts, West Dunbartonshire Council, West Lothian Council, Western Isles Island Council.

APSE South West: (14 members)

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

APSE Southern: (34 members)

Bedford Borough Council, Braintree District Council, London Borough of Brent, Cambridge City Council, Chelmsford Borough Council, City of London Corporation, Crawley Borough Council, Enfield Council, London Borough of Greenwich, Guildford Borough Council, London Borough of Islington, London Borough of Hackney, London Borough of Harrow, London Borough of Havering, Hertsmere Borough Council, London Borough of Hillingdon, London Borough of Hounslow, London Borough of Lambeth, Luton Borough Council, Maidstone Borough Council, London Borough of Merton, Milton Keynes Borough Council, London Borough of Newham, Norse Commercial Services, Peterborough City Council, Reading Borough Council, Sevenoaks District Council, Stevenage Borough Council, Thanet District Council, Thurrock Council, London Borough of Tower Hamlets, London Borough of Wandsworth, Watford Borough Council, Wokingham Borough Council.

APSE Wales: (21 members)

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

Appendix 2: APSE performance networks members 2010-2011

Total: 184 members as at 31 March 2011

APSE central (36 members)

Ashfield District Council, Aspire Housing Ltd, Bassetlaw District Council, Birmingham City Council, Bolsover District Council, Bromsgrove District Council, Broxtowe Borough Council, Chesterfield Borough Council, Corby Borough Council, Coventry City MBC, 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, Northampton Borough Council, Nottingham City Council, Nottinghamshire County Council, Redditch Borough Council, Sandwell Metropolitan Borough Council, South Staffordshire Council, Stafford Borough Council, Staffordshire County Council, Staffordshire Moorlands District Council, Stoke-on-Trent City Council, Telford & Wrekin Council, Walsall Metropolitan Borough Council, Warwickshire County Council, Wolverhampton City Council

APSE northern (57 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, 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, Gtr Manchester Fire & Civil Defence Authority, Halton Borough Council, Hartlepool Borough Council, Hull City Council, Hyndburn Borough Council, Kirklees Council, Knowsley MBC, Lancashire County Council, Lancaster City Council, Leeds City Council, Liverpool City Council, Manchester City Council, Middlesbrough Borough Council, North East Lincolnshire DC, North Lincolnshire Council, North Tyneside MBC, Northumberland County Council, Oldham Metropolitan Borough Council, Preston City Council, Redcar & Cleveland Borough Council, Rochdale Metropolitan Borough Council, Rossendale Leisure Trust Ltd, Rotherham MBC, Scarborough Borough Council, Sefton Metropolitan Borough Council, Sheffield City Council, Shropshire Council, South Tyneside MBC, St Helens MBC, Stockport Metropolitan Borough Council, Stockton-on-Tees Borough Council, Sunderland City Council, Tameside Metropolitan Borough Council, Trafford Metropolitan Borough Council, Wakefield MDC, Warrington Borough Council, Wigan Leisure & Culture Trust, City of York Council.

APSE Northern Ireland region (5 members)

Belfast City Council, Department for Regional Development Roads Service, Department of Finance and Personnel NI (DFP NI), Newry & Mourne District Council, North Down Borough Council

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 (10 members)

Bristol City Council, Dorset County 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 (22 members)

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

APSE Wales (21 members)

Blaenau Gwent County BC, Bridgend County Borough Council, Caerphilly County Borough Council, Cardiff Council, Carmarthenshire County Council, Ceredigion 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, Monmouthshire County Council, Neath Port Talbot County BC, Newport City Council, Pembrokeshire County Council, Rhondda Cynon Taf County BC, Swansea City & County, Torfaen County Borough Council, Vale of Glamorgan County BC, Wrexham County Borough Council.

Appendix 3: National Council members 2010-2011

National Chair:	Cllr Richard Williams, Southampton City Council
National Secretary:	Roger Byrne, Swindon Borough Council
Past National Chair:	Cllr Shaun Gallagher, Derry City Council
Past National Secretary:	Ellen Cavanagh, Derry City Council
Prospective National Chair:	Cllr Jim Docherty, South Lanarkshire Council
Prospective National Secretary:	Dougie McMillan, South Lanarkshire Council

	Chair	Secretary	Additional Members
APSE Scotland	Cllr Jim McGuigan, North Lanarkshire Council	Paul Jukes, North Lanarkshire Council	Cllr John Stewart, Aberdeen City Council Cllr Frank Anderson, West Lothian 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 Eric Saxon, Monmouthshire County Council	Martin Nicholls, City & County of Swansea	Cllr David Williams, Neath Port Talbot County Borough 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

Associate Members

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

John Allott, National Officer, UNITE

Brian Campfield, 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 2010-2011

Building cleaning advisory group

Chair: Cllr Tommy Fearn, Knowsley MBC

Secretary: Jon Dyson, Knowsley MBC

Efficiencies, procurement and service transformation advisory group

Chair: Cllr Jim McGuigan, North Lanarkshire Council

Secretary: Richard Llewellyn, North Lanarkshire Council

Catering advisory group

Chair: Cllr Ruth Simpson, Glasgow City Council

Secretary: Vacant

Citizen engagement advisory group

Chair: John Stewart, Aberdeen City Council

Secretary: Vacant

Housing, construction and building maintenance advisory group

Chair: Cllr Jim Docherty, South Lanarkshire Council

Secretary: Mick Lovatt, Preston City Council

Parks, horticulture and grounds maintenance advisory group

Chair: Alderman Hubert Nicholl, Ballymena BC

Secretary: Bernie Candlish, Ballymena BC

Roads, highways and street lighting advisory group

Chair: Cllr Daniel Hawthorne, Stockport MBC

Secretary: Kevin Melling, Stockport MBC

Social care advisory group

Chair: Cllr Richard Lyle, North Lanarkshire Council

Secretary: Vacant

Leisure management and community venues advisory group

Chair: Cllr Leon Unczur, Nottingham City Council

Secretary: Vacant

Vehicle maintenance and transport advisory group

Chair: Alderman Charles Price, Bristol City Council

Secretary: Damian Walshe, Knowsley MBC

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

Workforce strategy and employee relations advisory group

Chair: Cllr Eamonn O'Neill, Down DC

Secretary: Vacant

Local Authority Police and Fire Partnerships

Chair: Cllr Joe Lowe, Strathclyde Fire and Rescue Service

Secretary: Lewis Ramsay, Strathclyde Fire and Rescue

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

Service Transformation: Chair, Cllr Arnold Woolley, Flintshire County Council

Award winning Blackburn with Darwen Council with Shobna Gulati , APSE Performance Networks seminar in Blackpool



Lord Mayor of Derry and National Chair, Cllr Shaun Gallagher



National Secretary 2010, Ellen Cavanagh addresses delegates as part of audience Q&A at the annual seminar



John Seddon book signing, annual seminar 2010



Annual Service Awards 2010

Appendix 5: Seminars, meetings, training and promotional activity 2010-2011

Seminars held April 2010 - March 2011

Service specific and national seminars

Annual Seminar 2010: Financial Armageddon or Managed Transformation?

Where next for local government's front line?

Millennium Forum, Derry/Londonderry, 8-9 September 2010

Environmental services seminar 2010: Cleaner, greener, leaner. Sustaining value for money in front line services

Best Western Stoke on Trent Moat House Hotel, 13-14 October 2010

Housing and building seminar 2010: Maintaining, managing and building the asset Learning from case studies

The Crowne Plaza, Manchester, 1-2 July 2010

Performance networks seminar 2010: Using performance measurement to demonstrate value for money in the new era

Hilton Hotel, Blackpool, 2-3 December 2010

Facilities Management seminar 2011: Catering & Cleaning Fit Camp. Serious dieting for FM services

Crowne Plaza Hotel, Chester, 27 - 28 January 2011

Sports and leisure seminar 2011: Survival of the fittest new games, new rules

Formby Hall, Southport, 17 - 18 February 2011

Roads, highways and street lighting seminar 2011: Change the service and make the savings

Marriott Gosforth Park, Newcastle, 10 - 11 March 2011

Other seminars

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

Ashton Court Mansion, Bristol, 24 March 2010

One day transport seminar: Managing your fleet in challenging times

Heritage Motor Centre, 7 July 2010

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

Savill Building, Windsor Great Park, 29 July 2010

One day seminar 'Lean, Mean and Frontline'

Leeds United FC, 15 July 2010

One day seminar 'Lean, Mean and Frontline'

Oxford Spire Four Pillars Hotel, Oxford, 18 November 2010

One day seminar: More bang from the green buck

Manchester City Football Club, 21 January 2011

One day street cleansing seminar 2011: Transforming street cleansing and street scene in a new era

Aston Villa Football Club, Birmingham, 8 March 2011

One day parks seminar 2011: Protecting parks and green spaces into the future

Manchester United Football Club, 30 March 2011

Regional events

- Scotland:**
- Fleet, waste and ground services seminar,** 4 – 7 May 2010, Aviemore
 - One day seminar "Financial Armageddon or Managed Transformation"** 25 February 2011, Glasgow
 - Healthy communities seminar,** 4/5 November 2010, Dunkeld
 - Building and housing seminar,** 16/17 February 2011 Peebles
- Northern:**
- APSE meeting AGM,** 19 June 2010 Formby Hall
 - Waste to Energy Schemes,** 19 March 2010 Formby, Sefton
 - Crime, Grime and Neighbourhoods,** 10 June 2010, Southport
 - Performance management in the public sector,** 4 November 2010, Durham
 - Refuse waste and efficiencies: meeting the challenges'**, 23 March 2011, Penrith, Cumbria
 - Membership Event Day**, 3 March, York
- Wales:**
- Lean Mean and Fronline Seminar and AGM** 24 June, Llandidrod Wells
 - Avoiding the road to nowhere symposium** 15 March Llandudno, 18 March Cardiff 2010
- South/South West:**
- APSE Southern and South West meeting and AGM,** 29 July 2010, Windsor
- Northern Ireland:**
- Regional seminar and AGM,** 25 June 2010, Ballymena - 'Clean environment and neighbourhoods'
 - Regional seminar,** 29 October 2010, North Down - 'Lean, mean and frontline. Service transformation for the frontline'
 - Regional seminar,** 14 March 2011, Belfast - 'Financial Armageddon or managed transformation' (with NIPSA)
 - Regional workshop,** 28 March 2011, Banbridge - 'Performance management'

Lifelong learning and development courses 2010/2011

Masterclasses

Senior managers PRINCE2® project management overview:	Manchester 20/04/2010, 24/09/2010, 01/02/2011
A Duty to involve:	Glasgow 30/09/2010, Dumfries 05/01/2011, Edinburgh 29/03/2011
CDM Regulations 2007 Refresher skills:	Edinburgh 29/03/2011,
Delivering efficiencies through developing public partnerships:	Kirklees 11/02/2011, Manchester 16/03/2011
Health and safety in Waste and environmental services:	Glasgow 30/03/2011
Making the most of your environmental powers:	Leeds 15/10/2010
Renewable Energy Masterclass:	Manchester 15/12/2010
Safer Recruitment in Education Masterclass:	Manchester 21/06/2010
Using the Public Sector Scorecard:	Manchester 22/04/2010 and 20/10/2010, Birmingham 17/06/2010

Public Courses

Catering and Cleaning - supervisory skills:	Manchester 30/06/2010, 21/01/2011, London 08/07/2010, Glasgow 26/08/2010, Birmingham 17/09/2010, Cardiff 03/11/2010, Newcastle 02/03/2011
Licensing Powers and Night Time Economy:	Cardiff 12/05/2010
Managing alcohol and drug misuse:	Stafford 22/09/2010, London 08/12/2010
Managing your time effectively:	Manchester 14/05/2010 and 13/10/2010,
Marketing your service area:	Manchester 27/05/2010 and 04/10/2010
Project Management in Local Government:	Manchester 23/07/2010, Calderdale 25/01/2011
Project Management in leisure services:	Sefton 14/09/2010, Strathclyde Country Park 08/10/2010, London 11/10/2010, Cardiff 15/11/2010, Craigavon 20/01/2011
Service level agreements:	Manchester 29/04/2010, 13/09/10
Street Cleansing and StreetScene - Supervisory Skills:	Manchester 26/04/10 and 24/08/10, London 01/07/2010, South Gloucestershire 20/07/2010, Newcastle 27/08/2010, Leeds 15/12/2010, Glasgow 11/06/2010, 07/12/2010, 02/02/2011, Birmingham 16/06/2010 and 13/12/2010, Edinburgh 15/09/2010
Supervisory skills building maintenance and repairs:	Glasgow 04/03/2011, Southampton 14/03/2011
Train the Trainer - school supervisor training:	Manchester 10/05/2011, East Ayrshire 07/10/2010
Transport Services - supervisory skills for team leaders:	Bristol 18/11/2010, Liverpool 24/01/2011, Newcastle 03/03/2011
Vetting and Barring Scheme:	London 13/04/2010, Cardiff 10/06/10, Manchester 01/07/2010

In-house courses

Aspects of Leadership:	Gedling 24, 27 and 28/09/2010
Catering and Cleaning - supervisory skills:	Cambridgeshire 17/11/2010
Cleaning supervisory skills : ABCD	Stoke 21/10/2010, Western Education Library Board 21/03/2011, Staffordshire 09/03/2011
Elected member workshops:	Northamptonshire 17/01/2011
Lunchtime supervisor training:	Liverpool 23, 24 and 25/06/2010, 02/09/2010, 24, 25 and 26/11/2010 and 15/03/2011, London Borough of Hammersmith and Fulham 01/09/2010, East Riding of Yorkshire 29/09/2010, Suffolk 09 and 10/11/2010, Croydon 21 and 22/02/2011
Negotiation Skills:	Neath Port Talbot 08/06/2010
Presentation Skills:	Greater Manchester Waste Disposal Authority 28/02/2011
Public Sector Delivery workshops:	
IBN International	Kuala Lumpur 8 and 9/11/2010
Street Cleansing and Street scene - Supervisory Skills:	Gedling 07/04/2010, Calderdale 13/04/2010 and 13/05/2010, Northampton 06/05/2010, Aberdeen 02/06/2010, Aberdeenshire 15/07/2010, London Borough of Enfield 19/07/2010, London Borough of Merton 21 and 28/07/2010, North Ayrshire 25/08/2010, Sedgemoor 01/11/2010, East Lindsey 25/02/2011, Cheshire West and Chester 08/03/2011, Leicester 10 and 11/03/2011, North East Lincolnshire 22 and 20/03/2011
Supervisory skills building maintenance and repairs:	Flintshire 28/03/2011
Train the Trainer - school supervisor training:	Wigan 09/04/2011, East Riding of Yorkshire 27/01/2011
Transport responsibilities for front line supervisors:	London Borough of Merton 04/08/2010
Vetting and Barring Scheme:	Carlisle 17/09/2011

In-house Masterclasses

Accident investigation:	Kingstown Works 26/01/2011
A Duty to Involve:	Fife 26/10/2010
CDM Regulations	Kingstown Works 16/11/2010
Managing Contractors Safely:	Kingstown Works 16/12/2010

Meetings held

National Council:

17 & 18 June 2010, York / 7 September 2010, Derry / 10 December 2010, Ballymena / 25 March 2011, London

Policy, Performance and Scrutiny Sub-Committee:

23 July 2010, Manchester / 10 November 2010, Birmingham / 15 February 2011, Manchester

Annual General Meeting:

8 September 2010, Derry

Full Association Meeting:

20 January 2011, Edinburgh

Political party and fringe meetings

Conservative Councillors Association Conference 2010

Liberal Democrat Party Conference, September 2010

Labour Party Conference, September 2010

Conservative Party Conference, October 2010

Association of Liberal Democrat Councillors 2010

Scottish Labour Party Conference 2010, 29/31 October 2010, Oban
Joint fringe with UNISON "Future of Public Sector Delivery"

Scottish Labour Party Spring Conference 2011, 19 March 2010, Glasgow

Scottish Liberal Democrats Conference 2010, 9 October 2010, Dumfermline

Scottish Liberal Democrats Conference 2011, 4/6 March 2011, Perth
Fringe "Future of Public Service Delivery"

Scottish National Party Conference 2010, 14/17 October 2010, Perth
Joint fringe with UNISON "Future of Public Sector Delivery"

Scottish National Party Conference 2011, 12/13 March 2011, Glasgow

National Conference and Exhibitions

LGA Annual Conference, 6 - 8 July, Bournemouth 2010
UNISON Local Government Conference 2010

Appendix 6: Award winners 2010

APSE service awards winners (September 2010)

Award	Winner
Best employee & equality initiative	Ballymena Borough Council
Best elected member development initiative	Kirklees Council
Best housing & regeneration initiative	Carmarthenshire Council
Best efficiency initiative	City of Edinburgh Council
Best healthy living initiative	Coleraine Borough Council
Best public / private partnership working initiative	South Derbyshire District Council
Best public / public partnership working initiative	Conwy CBC/Denbighshire CC
Best public / voluntary partnership working initiative	East Ayrshire Council
Best community & neighbourhood initiative	Aberdeen County Council
Best information & communication technology initiative	Kingstown Works Limited
Best environmental initiative	South Gloucestershire Council
Best service team construction & building maintenance services	South Lanarkshire Council
Best service team catering services	Birmingham City Council
Best service team building/facilities cleaning	Staffordshire County Council
Best service team highways, winter maintenance & street lighting services	Cornwall Council
Best service team transport & fleet	Wakefield Council
Best service team waste management and recycling	Durham County Council
Best service team streetscene and public realm	Dudley Metropolitan Borough Council
Best service team parks, grounds and horticultural	Stockton on Tees Borough Council
Best service team sports, leisure and cultural	Sheffield City Council
Best service team social care	Inverclyde Council
Overall service team of the year	Stockton On Tees Borough Council

Performance networks awards winners (December 2009)

Award	Most improved performer	Best performer
Building cleaning	Moray Council	Birmingham City Council
Building maintenance	West Dunbartonshire	Clackmannanshire Council
Civic cultural and community venues	Immingham Resource Centre, North East Lincolnshire District Council	Baglan Community Centre, Neath Port Talbot County Borough Council
Education catering	Bolton Metropolitan Borough Council	Solutions SK, A Stockport Council Company
Highways and winter maintenance	South Gloucestershire Council	Dorset County Council
Parks, open spaces and horticultural services	Dumfries and Galloway Council	Stockton on Tees Borough Council
Refuse collection	Blackburn with Darwen Borough Council	East Riding of Yorkshire Council
Sports and leisure facility management	Whitehaven Sports Centre, North Country Leisure, Copeland Borough Council	Bramcote Leisure Centre, Broxtowe Borough Council
Street cleansing	Kettering Borough Council	Dudley Metropolitan Borough Council
Street lighting	Denbighshire County Council	Flintshire County Council
Transport, operations and vehicle maintenance	Renfrewshire Council	Erewash Borough Council

Appendix 7: Briefings, publications and media 2009-2010

Briefing papers

April 2010 to March 2011

11/16	Response to 'Local Government Reform – Policy Proposals' (NI)	March 2011	Phil Brennan
11/15	Maintaining Scotland's Roads	March 2011	Andrew Spowart
11/14	Efficiencies in transport services	March 2011	Debbie Johns
11/13	Efficiencies in Highways Maintenance and Winter Maintenance	March 2011	Phil Brennan
11/12	Efficiencies in Street Lighting	March 2011	Phil Brennan
11/11	Local authority allotment provision	March 2011	Debbie Johns
11/10	Parks performance information on cost and service quality	March 2011	Debbie Johns
11/9	Street cleansing performance info on cost and service quality	March 2011	Debbie Johns
11/8	Efficiencies in Leisure Services	February 2011	Rob Bailey
11/7	Refuse collection performance info on cost and service quality	February 2011	Mo Baines
11/6	An overview of the local government settlements in the devolved governments in the United Kingdom	February 2011	Andrew Spowart & Debbie Johns
11/5	Local Decisions - a fairer future for social housing	January 2011	Phil Brennan
11/4	Revised Salt Spread Rates	January 2011	Phil Brennan
11/3	Efficiencies in refuse collection services	January 2011	Debbie Johns
11/2	APSE response to the Green Paper, Cabinet Office	January 2011	Mo Baines
11/1	The audit and inspection of local authorities	January 2011	Mo Baines & Debbie Johns
10/76	Independent Report on Resilience of England's Transport Systems	December 2010	Debbie Johns
10/75	Decentralisation and Localism Bill	December 2010	Mo Baines
10/74	Local Government Reform in Northern Ireland – Policy Proposals	December 2010	Phil Brennan
10/73	Scottish Government – Local Government Finance Settlement for 2011/12	December 2010	Andrew Spowart
10/72	Physical Recreation Services in Local Government.	December 2010	Gary Mooney
10/71	APSE response to the CRC Energy Efficiency Scheme Order 2010	December 2010	Debbie Johns
10/70	Efficiencies in parks and green spaces	December 2010	Debbie Johns
10/68	Government launches transparency database and lists input and impact performance indicators	December 2010	Mo Baines
10/67	CRC energy efficiency scheme update	December 2010	Debbie Johns
10/66	APSE Briefing on recently established Scottish Government Commission to review public services in Scotland	November 2010	Andrew Spowart
10/65	APSE briefing on the Scottish Governments Spending Plans and draft budget for 2011/12	November 2010	Andrew Spowart
10/64	Efficiencies in street cleansing	November 2010	Debbie Johns
10/63	Final Report from Winter Resilience Review of England	November 2010	Phil Brennan
10/62	Outcomes of the APSE Scotland Round Table Event	October 2010	Andrew Spowart
10/61	State of the Market Survey 2010 Local Authority Parks Services	October 2010	Debbie Johns
10/60	The Comprehensive Spending Review 2010	October 2010	Mo Baines
10/59	Income generation	October 2010	Mo Baines
10/58	Workforce and staff absence: Maximising efficiency	October 2010	Mo Baines
10/57	Workforce and productivity: maximising efficiency	October 2010	Mo Baines
10/56	In-house Service Improvement Plans	October 2010	Mark Bramah & Andy Mudd
10/55	APSE's Competitiveness Continuum and Efficiency	October 2010	Mark Bramah & Andy Mudd
10/54	Social Marketing and Media in Sports and Leisure	October 2010	Robert Bailey
10/53	Housing, Construction and Building Maintenance State of the Market Report 2010	September 2010	Phil Brennan
10/52	Connaught PLC into administration – impacts for councils	September 2010	Phil Brennan
10/51	Councils able to sell renewable electricity	September 2010	Debbie Johns
10/50	Audit Scotland Best Value Toolkits	September 2010	Gary Mooney

10/49	Progress through performance management in Northern Ireland	September 2010	Phil Brennan
10/48	Building Maintenance Stores and related functions survey 2010	August 2010	Phil Brennan
10/47	Joint chief executives and shared management posts	August 2010	Robert Bailey
10/46	Independent Budget Review Report	August 2010	Andrew Spowart
10/45	Housing: Fresh Thinking, New Ideas	August 2010	Gary Mooney
10/44	Interim Report from Winter Resilience Review of England	August 2010	Phil Brennan
10/43	Lessons from Total Place - Maximising a whole area approach to public services	August 2010	Phil Brennan
10/42	Performance management and process benchmarking	August 2010	Debbie Johns
10/41	Efficiency gains through more effective approaches to public procurement.	August 2010	Andrew Spowart
10/40	Shared services and joint working – maximising the economic case	August 2010	Debbie Johns
10/39	Lean and systems thinking – maximising the efficiency case	August 2010	Debbie Johns
10/38	Energy and green issues – maximising the economic and environmental case	August 2010	Debbie Johns
10/37	Efficiencies in Catering	July 2010	Robert Bailey
10/36	Efficiencies in Building Cleaning	July 2010	Robert Bailey
10/35	Scotland's Zero Waste Plan	July 2010	Gary Mooney
10/34	Improving public sector efficiency – good practice checklist	July 2010	Phil Brennan
10/33	Response to 'Clean Neighbourhoods and Environment Bill 2010' (NI)	July 2010	Phil Brennan
10/32	Evidence to Winter Maintenance Review.	July 2010	Phil Brennan
10/31	Scottish Local Government Scrutiny Co-ordination 2010-11	July 2010	Andrew Spowart & Gary Mooney
10/30	Response to HRA Review – Council Housing: a real future.	July 2010	Phil Brennan
10/29	Implementing EU pesticides legislation	July 2010	Debbie Johns
10/28	Scottish Parliaments Finance Committee looking at the efficient delivery public services	July 2010	Andrew Spowart & Gary Mooney
10/27	Academies Bill	June 2010	Mo Baines
10/26	OFT enforcement in construction sector - highlights improvements in awareness and behaviour	June 2010	Phil Brennan
10/25	Queen's Speech 2010: Decentralisation and Localism Bill	June 2010	Mo Baines
10/24	Best Value Two: Outcomes from Best Value Two Pathfinder Audits	June 2010	Andrew Spowart & Gary Mooney
10/23	Cover pricing in the Construction Sector – Current Position and Implications	May 2010	Phil Brennan
10/22	State of the Market Survey 2010: Highways, Street Lighting and Winter Maintenance	May 2010	Phil Brennan
10/21	Choice and competition in public services: A guide for policy makers	April 2010	Mo Baines
10/20	Sick note to fit note	April 2010	Mo Baines
10/19	HRA review – council housing: a real future. consultation	April 2010	Phil Brennan
10/18	Daytime Cleaning – An overview	April 2010	Robert Bailey
10/17	Free School Meal Eligibility – Consultation	April 2010	Robert Bailey
10/16	Charging for services - Council MOT centres	April 2010	Debbie Johns
10/15	Green jobs and skills	April 2010	Debbie Johns
10/14	Consultation on the legal definition of waste and its application	April 2010	Debbie Johns
10/13	Refuse collection performance information and future focus	April 2010	Mo Baines

Publications and Research

'One size does not fit all': Attitudes and opinions towards service transformation in local government front line services - E-publication

Rapid environmental impact assessment research report and toolkit

Addressing your responsibilities under the Flood and Water Management Act 2010 - E-publication

'Avoiding the road to nowhere': Transforming front-line service delivery through efficiency and innovation

The localism and decentralisation bill: The views of APSE members on the proposed 'community right to challenge' - E-publication

'Sustainability in Austerity' a book by Philip Monaghan

'Towards sustainable procurement for local authorities': APSE's sustainable procurement policy tool

'The virtuous green circle': creating a revolving fund for local authority solar energy

Articles

Title	Author	Publication	Date
Housing at the heart of communities	Paul O'Brien	The Guardian	April 2010
Radical Surgery for local Governemnt	Mo Baines	Public Servant	May 2010
Investment in social housing	Phil Brennan	LAMB	May 2010
Engaging solutions	Mark Bramah	The MJ	May 2010
Ensuring council	Mark Bramah	LGN	May 2010
Fiscal solutions	Paul O'Brien	The Surveyor	May 2010
What do we want from a new government?	Mo Baines	Public Servant	May 2010
Welsh Waste Strategy	Debbie Johns	CIWM	June 2010
Psychometric testing	Jan Kennedy	Personnel Magazine	June 2010
Big society?	Paul O'Brien	The MJ	June 2010
Project management in leisure	Rob Bailey	Recreation magazine	June 2010
Social marketing in leisure	Rob Bailey	Recreation Magazine	July 2010
Public Green efficiencies	Paul O'Brien	The Guardian	August 2010
Building cleaning efficiencies	Rob Bailey	Cleanzien	August 2010
Horticulture Week Parks facing budget threats	Debbie Johns	Horticulture Week	September 2010
An alternative to Armageddon	Paul O'Brien	The Guardian	September 2010
Cool heads needed to adapt and survive	Paul O'Brien	The Guardian	September 2010
A better deal on council housing	Mark Bramah/Phil Brennan	Inside Housing	September 2010
Procurement and Efficiency	Paul O'Brien	Public Finance	September 2010
Highways efficiency	Phil Brennan	The Surveyor	September 2010
APSE response to CSR 2010	Paul O'Brien	The MJ	October 2010
CSR 2010	Paul O'Brien	The MJ	October 2010
Life after the audit commission	Mark Bramah	The MJ	October 2010
Food Waste	Debbie Johns	Government Opportunities	October 2010
Green shoots for local economies	Paul O'Brien	The MJ	November 2010
Charging and trading for local services	Mo Baines	Public Servant	November 2010
Street Cleansing Survey	Debbie Johns	The Surveyor	December 2010
Getting down nitty-gritty reality	Phil Brennan	The Surveyor	December 2010
Winter resilience	Phil Brennan	The Surveyor	December 2010
Avoiding the road to nowhere	Paul O'Brien	The MJ	December 2010
Green Pounds	Debbie Johns	Public Servant	January 2011
Leisure services	Rob Bailey	Public Servant	January 2011
The Localism Bill: Joined up policy or disjointed politics?	Mo Baines	Public Servant	February 2011
Revolving Green Fund	Steve Cirell	The Guardian	March 2011
Avoiding the Road to Nowhere	Paul O'Brien	Trade Press Syndicates	March 2011

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 2010-2011

Best value consultancy and lifelong learning and development associates

Alan White, Alan Dalton, Albert Light, Allan Howie, Arthur Nicholls, Bernard Sutton, Bill Brown, Chris Frake, Colin Stewart, Dale Philipson, Daniel Parr, David Finnegan, David Johnson, David Henrys, David Pickering, Di Parkin, Iain Hook, Jacky Edwards, James Lavery, James Weldon, Jamie Ward, Jim Johnstone, John Holden Ross, John Bedwell, Julie Pickering, Lesley Davis Inglis, Lindsay Graham, Margo Blair, Maria Kelly, Mick Hannon, Mike Newton, Peter Appleton, Peter Connell, Peter Heaton, Peter Johnson, Peter Moffatt, Peter Wenham, Peter Walker, Peter Linsell, Philip Baldwin, Philip Lucas, Rab Bird, Richard Blackburn, Richard Winter, Rodney Cook, Ruth Willis, Stephen Cirell, Stewart Gilchrist, Terry Meehan, Thomas Hasteley, Tony Wiltshire, Trevor Hawkins, Vivianne Buller.

Best value consultancy clients

Aberdeen City Council, Aberdeenshire Council, Angus Council, ARCH (Association Of Retained Council Housing), Argyll & Bute Council, Barnsley MBC, Barrow BC, Basildon Council, Bath & NE Somerset Council, Bedford Borough Council, Birmingham City Council, Blyth Valley Arts & Leisure Ltd, Bolsover District Council, Calderdale Council, Cambridgeshire County Council, Cestria Housing Association, Cheshire West & Chester Council, City and County Of Swansea, City Of Edinburgh Council, Clackmannanshire Council, Coleraine Borough Council, Corby Borough Council, Cornwall Council, Craigavon Borough Council, Denbighshire CBC, Derry & Strabane Councils, Doncaster MBC, Dorset County Council, Dorset Works, Dumfries & Galloway Council, Dundee City Council, East Ayrshire Council, East Dunbartonshire Council, East Renfrewshire Council, Edinburgh City Council, Falkirk Council, Fife Council, Gateshead Council, Halton Borough Council, Inverclyde Council, London Borough of Merton, London Borough of Richmond Upon Thames, Luton Borough Council, Manchester City Council, North Ayrshire Council, Northamptonshire County Council, Norwich City Council, Oxford City Council, Preston City Council, Reading Borough Council, Rochdale Borough Council, Scottish Borders Council, Shetland Islands Council, South Ayrshire Council, South Gloucestershire Council, South Lanarkshire Council, St Hildas School, Stafford Borough Council, Stockton Borough Council, Strabane District Council, Swindon Borough Council, West Dunbartonshire Council, West Lindsey District Council, West Lothian Council, West Oxfordshire District Council, Wigan Leisure Culture Trust, Wigan MBC, Wirral Borough Council, Wolverhampton City Council, Wrexham CBC

Trade Unions: Barnet/Unison, Bournemouth/ Unison, Buckinghamshire/ Unison, Careers wales/Unison, Cleveland Police/Unison, Derby Unison, Manchester/Unison, Newcastle/Unison, Oxfordshire/Unison, Rochdale/Unison, Selby/Unison, Taunton Deane/Unison, Unison

Partners



Appendix 9: Staff and resources



Councillor Richard Williams

National Chair 2010/2011

Cllr Richard Williams is a Southampton City Councillor and the Chair of APSE South West.



Roger Byrne

National Secretary 2010/2011

Roger Byrne is the Head of Leisure at Swindon Council and is also the secretary of APSE South West.



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, including APSE's wider research programme.



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 local government finance; political party and trade union liaison and workforce strategy and employee relations.



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.



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.



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.



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.



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 Kennedy

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.



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Lindsay is the business and resources manager.



Louise McMillan

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