

apse

annual report 2012



Contents

3 Preface, Councillor James Docherty, APSE National Chair

4 Foreword, Paul O'Brien, APSE Chief Executive

6 Section 1: The year in profile

9 Section 2: A focus on APSE in your area

11 Section 3: Organisation and services

17 Section 4: Finances

Appendices

21 Appendix 1: APSE members 2011/2012

22 Appendix 2: APSE performance networks members 2011/2012

23 Appendix 3: APSE National Council members 2011/2012

24 Appendix 4: Advisory group and strategic forum chairs and secretaries 2011/2012

26 Appendix 5: Seminars, meetings, training and promotional activity 2011/2012

28 Appendix 6: Award winners 2011/2012

30 Appendix 7: Briefings, publications and media 2011/2012

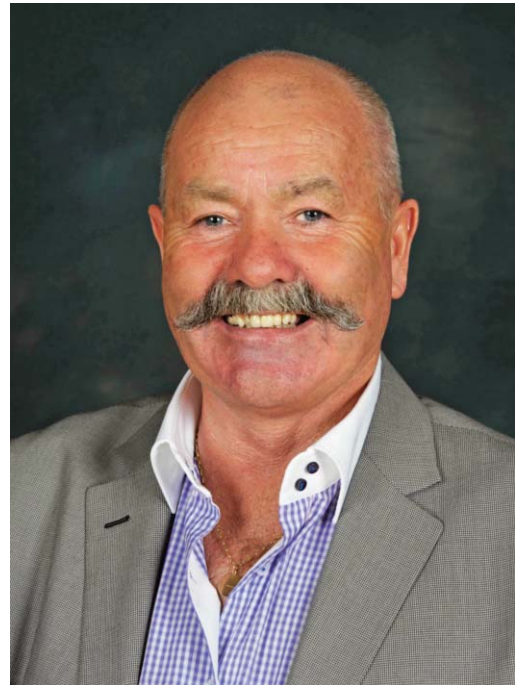
33 Appendix 8: APSE best value consultancy client and APSE partners list 2011/2012

34 Appendix 9: Staff and resources

Preface

The last year has been a very difficult one for all of us in local government as we faced massive challenges in the wake of the financial crisis and the Government's austerity drive. But despite all of the problems facing us, I believe that local government has been at the forefront of protecting our local communities and continuing to deliver efficient and best value front-line services. As APSE's National Chair I have been extremely proud of the work undertaken by the Association in helping our member local authorities to meet many of those challenges.

Over the past year we have seen a divergence in terms of the local government across the UK against a backdrop of austerity. Local authorities in England have faced a continuing squeeze on their finances whilst at the same time Localism has been the main policy driver for Coalition Government with a clear focus on more competition and divestment of services to local community groups, charities and staff mutuals. In Wales the emphasis has been much more around collaboration and shared services in the wake of the Simpson review and in Scotland the Christie Commission set out a challenging agenda for public service reform. Northern Ireland has seen the continuing debate about local government reorganisation with a timetable set for the creation of new local authorities.



APSE has provided vital help and assistance to its membership on a whole range of issues including alternative service delivery models for local authority services; maximising investment and income generation opportunities through trading and charging and the use of renewable energy; and redesigning services to deliver efficiencies and maintain quality standards.

We have also had considerable success in our advocacy role on behalf of our member authorities. The Government was forced to change its mind on reducing Feed in Tariff (FIT) for solar pv earlier than originally planned following lobbying by a number of organisations including our own. The Department of Communities and Local Government also had to remove a section in the statutory guidance on the Community Right to Challenge under the Localism Act which sought to prevent local authorities from submitting in-house bids after concerted lobbying from APSE, CIPFA and others. APSE was one of a number of organisations that argued for changes leading to the localisation of the Housing revenue Account in England to give local authorities greater flexibility in managing their stock on behalf of tenants; and after a long campaign of which APSE was a part, local authorities across the UK are building council houses again for the first time in a generation.

APSE has also contributed to work undertaken by Audit Scotland and has held ministerial level meetings in Wales to discuss collaboration and shared services. APSE's Chief Executive also continues to chair the Northern Ireland Reform Joint Forum.

It has been both a pleasure and a privilege to carry out my duties as the National Chair of APSE and I would personally like to thank Dougie McMillan of South Lanarkshire Council who has acted as my National Secretary and has continued to provide me with invaluable support and advice during my year of office. I would also like to thank all of my colleagues on APSE's governing National Council for their friendship and support over the past year.

I look forward to welcoming many of you to Glasgow for our annual seminar to take part in debates and discussion about the way forward for local government and the vital front-line services it provides for our communities. I would also like to wish APSE Northern and Councillor John Kerr-Brown from Warrington Council and John Coates from North Lincolnshire Council every success as they take over at the helm of the organisation for the coming year.

In adversity we can find strength from our collective endeavour and I believe that APSE is in a strong position to meet the challenges ahead based on its track record and the goodwill of its membership.

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

Councillor James Docherty
APSE National Chair

Foreword

In my career in local government and as the Chief Executive of APSE, I can honestly say that I have never known a time when local government has been under such sustained pressure to achieve huge spending reductions and make transformational change in the way in which it delivers core services to citizens and service users. APSE has sought to provide effective and practical support to our members in very difficult times and circumstances.

APSE's National Council set out a clear strategy of consolidation in the Association's business plan 2011-14 and that has included a freeze on subscriptions and we have put in place effective measures to control costs in order that we can provide a range of other services such as consultancy, training and seminars without increasing our charges to member authorities. National Council agreed a membership retention strategy which includes offering all of our member authorities a free place at the Association's annual seminar and offering a range of other support on a tailored basis to individual councils. At the same time we have continued to maintain and develop our portfolio of services for member authorities to ensure that it is relevant to their needs in a difficult climate.



We have embarked upon the most ambitious research programme in our recent history to develop ideas and come up with practical suggestions about how local authorities can deliver efficiencies, adopt innovative approaches to service delivery and generate new income streams to support services. We have promoted work on the role of local authorities in developing the green economy and have carried out pioneering work with a range of councils on renewable energy projects. APSE continues to provide robust and reliable benchmarking data on service performance through its performance networks service and we ensure that our member authorities are kept up to date on the latest strategic and operational issues through a comprehensive briefing and advisory service.

Our staff have worked tirelessly to maintain the quality of our offer and to ensure the relevance of all of our activities in terms of adding real value to the work of our member authorities and I believe that their efforts have contributed greatly to the continued success of the organisation. We have been able to hold together our membership and continue to deliver a range of additional services to local authorities.

APSE is a vibrant organisation, we have over 20,000 contacts on our database, produce 75 briefings each year with 250 network queries and over 3000 delegates attending our seminars and events. We are pushing ahead with the development of performance networks; APSE solutions is supporting councils in providing both interim management and consultancy support to redesign and streamline services; we provide a whole range of training and development opportunities for our member authorities; we actively promote our message about public service excellence in the national and local media; and we have undertaken a process of rebranding our image as an organisation.

In a very challenging environment APSE has had a very successful year which I believe is testament to the relevance and quality of the work we do. It will enable us to continue to invest in supporting our member authorities over the coming years.

I would like to thank our National Chair, Councillor James Docherty for all the hard work he has carried out on behalf of APSE over the past year and I would commend this annual report to the membership.

A handwritten signature in black ink that reads "Paul O'Brien". The signature is written in a cursive, flowing style.

Paul O'Brien
Chief Executive

Rotherham Metropolitan Borough Council: Winners of the APSE Overall council of the year award at the APSE service awards in Bristol



His worshipful the Mayor of Bristol Councillor Geoffrey Gallop opening the APSE annual seminar in Bristol



Section 1 - The year in profile

Austerity, austerity and more austerity!

To say that the current environment for local government is challenging would be more than an understatement. But if the two years since the Chancellor, George Osborne's Comprehensive Spending Review (CSR) in 2010 can be described as challenging, the outlook for the next few years looks bleak indeed. The well respected Institute of Fiscal Studies (IFS) has stated that only 6% of the planned cuts in public service spending have been achieved with 94% still to come and the structural deficit being much larger than first forecast.

Local government has shouldered more than its fair share of the pain with a reduction in headcount of some 215,000 and a reduction in the total pay bill by some £1.4bn according to the Local Government Association (LGA). The Audit Commission report *Tough Times* published in November 2011 which looked at how local authorities are managing the cuts found that Government funding to local authorities had fallen by £3.5bn since 2010/11 but also found that most local authorities were well prepared to meet the financial challenge and most auditors were positive about councils arrangements to deliver efficiency savings.

However, a report by the Joseph Rowntree Foundation in January 2012 '*Serving deprived communities in a recession*' found that an analysis of the patterns of spending cuts show greater cuts (in both proportionate and absolute terms) in the most deprived authorities, compared with the most affluent.

A council tax freeze, reductions in capital allocations and revenue grants combined with increased legislative responsibilities is creating a perfect storm, where the needs of communities and vulnerable people together with the costs and consequences of the withdrawal of essential public services, is unlikely to be met from within the resources available. Without radical solutions there is only so much austerity that local government can take before there is a crisis of both legitimacy and capacity which will impact on the whole sector.

APSE has focussed much of its work over the past year in supporting local authorities through briefings, advice, research and events to meet the challenge of radical austerity. Our work has focussed on achieving greater efficiencies, redesigning services to meet the needs of service users, exploring the potential to generate additional revenues through charging and trading and exploiting green energy opportunities and looking at new and innovative ways of providing front-line public services.

Open Public Services – Competition and public services reform

In July 2011, the Westminster Government published its White Paper on Open Public Services which set out a programme for introducing greater choice and competition across the public services. The scope of the White Paper was UK wide although the Government acknowledged that the three devolution settlements of Scotland, Wales and Northern Ireland had discretion over the services under their control. The White Paper was a precursor to the Localism and the Health and Social Care Acts in England which will usher in sweeping changes to the framework governing local service provision. For many in local government the continuing obsession with markets, competition and choice had an air of *de javu* about it with a focus on the role of local authorities as strategic commissioners rather than providers of public services.

APSE has provided advice and support to its member authorities around the implications of the Localism Act and in particular the Community Right to Challenge (CRC) which gives community groups and employees the right to express an interest in taking over the running of local services. Whilst the Government has insisted that it is not designed as a 'Trojan horse' for private companies to take over more local authority work, there is still a fear that it will lead to the enforced tendering of public services and greater outsourcing since an expression of interest will merely trigger a procurement exercise which other organisations including the private sector can bid for.

APSE held a major one day seminar at Manchester United's stadium Old Trafford in July 2011 which looked at the issues contained in the Open Public Services White Paper and the implications of greater competition for local government services and the CRC. The Association has also used its advocacy role to lobby government and other organisations to remove restrictions on the involvement of in-house services.

Public services reform and devolved government

There is a clear and different approach to public service reform being adopted by the devolved administrations in Scotland, Wales and Northern Ireland. Whilst many of the challenges facing local government are not dissimilar to England, there is less of a desire for local government to divest itself of responsibility for service delivery and more of an approach based on service redesign, shared services and collaborative working across the public sector.

The Christie Commission presented its report to the Scottish Government in June 2011, setting out a radical blueprint in terms of redesigning services around people and communities. In Wales, the Simpson Review set out ten principles to move towards greater collaboration across the public sector. The review outlines how greater collaboration could enhance local democracy and deliver as a minimum better value for money and/or an improvement in service. In Northern Ireland the Improvement, Collaboration and Efficiency (ICE) programme for local government is looking at opportunities to develop, share and implement initiatives to deliver savings and improve services and the Northern Ireland Assembly has recommenced the programme to reorganise local government

APSE submitted evidence to the Christie Commission and has provided its member authorities with relevant information through briefings, seminars and advisory groups. APSE has also met with the Minister for Local Government and Communities in Wales to discuss the collaboration and shared services following which the Association published a research report on shared services and collaboration in a Welsh context.

Proof of delivery - new service delivery models for local government

There has been a great deal of interest across the local government sector in new and alternative forms of service delivery for local authorities including the use of 'Teckal' companies, S.95 trading companies, Limited Liability Partnerships (LLPs) and co-operative and

mutual forms of service delivery. A number of APSE member authorities have already established 'arms-length' companies to provide a range of front-line services and in September 2011 at APSE's AGM a new advisory group was established looking at new service delivery models in local government. The group has been very successful and in January 2012 APSE held an event in York which explored many of the issues involved in setting up new service delivery model vehicles including bringing back services in-house that had previously been outsourced.

As part of the continuing Knowledge Research Partnership (KTP) with De Montfort University, APSE published a major piece of research in August 2011 entitled 'Proof of delivery' which reviewed the role of co-operatives and mutual in local public service provision. The research found that there was no evidence of the success of mutual models in the wider delivery of public services and that in order to succeed, such new approaches needed the ongoing public subsidy, support and advocacy rather than being seen as a way of further divesting services away from local government.

A virtuous green circle – A green and sustainable future for local government

Despite the enormous financial challenges facing local government, APSE has been at the forefront of looking at the opportunities available to local authorities to take a key leadership role in developing renewable energy projects which coupled with energy efficiency projects can reduce the costs and consequences of climate change, including CO2 emissions and energy costs together with tackling fuel poverty within communities and generating stable and significant income streams for local authorities through the Feed in Tariffs (FIT) and Renewable Obligation Certificates (ROC) to fund the generation of green energy.

APSE's concept of creating a revolving fund for renewable energy projects such as solar schemes has led to a number of member local authorities developing business cases and implementing projects from the installation of solar pv on council homes and public buildings, to wind generation, biomass and even green transport.

APSE has held a number of important events looking at the opportunities arising from renewable energy projects including a series of seminars on the revolving fund concept and APSE's strategic forum on Environment and Sustainability held a meeting at Balliol College Oxford in October 2011 looking at the funding options for developing green energy initiatives which was followed up in January 2012 with a further meeting in Edinburgh.

Tackling the difficult service issues

Local authorities across the UK and Northern Ireland have faced some massive challenges over the past year in terms of service delivery. In terms of asset management there has been a focus on rationalisation and energy efficiency. In housing the reform of the Housing Revenue Account in England and building a new generation of council housing to meet the desperate housing shortage has come to the fore. In school meals there is a fierce debate about the need to bed down the benefits of implementing nutritional standards without returning to the days of the 'turkey twizzler'. Across our highways network there has been the ever present issue of ensuring that our roads are properly gritted during severe winter weather.

In the build up to the London Olympics there has been a renewed emphasis upon sport and recreation with local authority sport and recreation services very much at the forefront of promoting physical activity and active participation in sport. Challenging recycling targets are in many cases being achieved and exceeded by councils across the land. For parks and open spaces the challenge has been very much that of the 'big society' and the effective engagement of volunteers and communities in the management and oversight of our green spaces.

Despite financial constraints and reducing resources, councils have continued to grapple with a multitude of different issues in ensuring the delivery of front-line services to our communities.

The ensuring council – APSE's vision for the future of local government

Over the past year it seemed that almost everyone from public sector think tanks to groups of local authorities were starting to develop their own strategic vision for the future of local authorities beyond the current round of spending cuts and austerity. This ranged from the Government's view that the role of local government was that of a strategic commissioner and enabler rather than a provider, to the New Local Government Networks (NLGN) 'future councils project' and the creation of the Co-Operative Councils Network a group of mainly Labour led local authorities looking to develop a new co-operative and mutual approach to local public services.

Through the KTP with De Montfort University, APSE has been developing its own alternative strategic vision for the future of local government. Building upon the pioneering work of Professor Anthony Giddens who set out his views on the role of an ensuring state in his book on the politics of climate change, APSE has sought to extend the ideas into a concept about the 'ensuring' role of local government which contrasts with the hollowed out approach to local government typified in the enabling model, where local authorities lose much of their capacity and expertise to do anything other than award contracts for service delivery.

APSE embarked on a unique survey using q-method with a range of local government professional, elected members and key influencers in local government, in order to tease out the voices of local government itself. What APSE found was that very few people within the local government community shared the enthusiasm for a purely enabling or commissioning role for local government and that there was a broad consensus of support from across local government which aligned closely to the 'ensuring' model of local government in which stewardship, retaining core capacity, an active role for politics and democratic engagement, collaboration rather than competition and a commitment to social justice represented the real and often understated voices of the wider local government community.

Much of APSE's advocacy work on behalf of its membership will focus on the broad themes of the ensuring council over the coming year and beyond.

Coronation street star Samia Ghadie presenting the APSE performance networks awards in Blackpool



Prof Colin Talbot of Manchester Business School, speaking at the APSE performance networks seminar in Blackpool



Local authority apprentice of the year finalists, with APSE Chief Executive Paul O'Brien, visiting the award sponsor's Faun Zoeller factory in Bremen



Section 2 – A focus on APSE in your area

APSE Scotland

Councillor Jim McGuigan and Paul Jukes the Executive Director of Environmental services from North Lanarkshire Council continued their roles for the second year as Scottish Chair and Secretary.

APSE Scotland has continued to facilitate and support all Scottish advisory groups over the past year. The advisory groups have had a number of interesting and informative presentations from Scottish Government, Scotland Excel, APSE Scotland's own membership authorities and a number of other local government bodies, highlighting the continued development of strong relationships between APSE and these organisations.

In addition to the advisory groups APSE has organised three major seminars for its key service areas, all of which were well attended, especially with the continued difficult financial climate facing the membership. APSE Scotland has also been involved in writing a number of briefings and publications throughout the year, including the UNISON publication "In Praise of Back Office".

After a long and distinguished career as a councillor at North Lanarkshire, Councillor Jim McGuigan APSE's Scottish Chair has retired from local government and has also stood down from his positions in the Association. Jim has been a dedicated supporter of APSE over many years and served on APSE's governing National Council. He will be missed by his friends and colleagues, but goes into retirement with our best wishes for the future.

Northern Ireland

The chair and secretary roles for APSE Northern Ireland are currently held by Cllr Eamonn O'Neill and Pat McCluskey of Down District Council. Councillor Thomas Kerrigan of Strabane District Council is Vice Chair whilst the region is also represented on APSE's National Council by Councillor Shaun Gallagher from Derry City Council. Alderman Hubert Nicholl of Ballymena Borough Council is the Chair of APSE's Parks, Horticulture and Grounds Maintenance Advisory Group.

This last year has seen a range of events held in the region starting with 4 workshops addressing issues relating to performance management and measurement, the benefits to be gained from performance data and different approaches across local government. They were held in Banbridge, Derry, Omagh and Ballymena.

Further presentations have been made at the Tidy NI Environmental Quality Forum (Omagh), Technical Advisors Group (Armagh) and Leisure Managers Group (Coleraine) highlighting performance management issues and the benefits of APSE's Performance Networks model for each specific service area. A meeting was held with NILGA and Cllr Jenny Palmer from Lisburn City Council (as chair of the Regional Governance Group for Improvement Collaboration and Efficiency Programme) to promote the benefits of Performance Networks and benchmarking in a NI strategic context. Officers from different services across councils attended.

APSE continued to run successful events including a seminar titled 'Sustainability and the role of local government' in June, another seminar in Down in September with a title of 'Maximising the benefits of your fleet' and one in Craigavon titled 'Managing parks, open spaces and cemeteries – improvements, initiatives and developments'.

APSE remains a leading partner in the Local Government Awards (Northern Ireland) now in its fourth year. There were 45 submissions received for the awards and Lisburn City Council Building Control Team collected the APSE sponsored Best Local Authority Service Team award. APSE was also present at the NILGA conference.

Paul O'Brien, APSE's Chief Executive, continues to chair the Local Government Reform Joint Forum.

APSE Southern and south west

In September 2011, the decision was taken to bring together the south and south west regions to enable a more comprehensive service to be offered across both. At the AGM in Bristol, Cllr Richard Williams from Southampton City Council was elected Chair, with Cllr Jean Heywood from Hertsmere Council as Vice-Chair and Paul Peters from London Borough of Enfield as Secretary.

Several events were held in 2011/12 including, Street scene in Bath and Environmental Services in London on May 2011. In November 2011, a session on efficiencies was held in London and in March 2012 a transport advisory group was held in Bristol at Brunel's Station. A major event was held at the Local Government Association (LGA) in March looking at the 'New Green Deal'. Speakers included Charles Phillips, Deputy Director at Department of Energy and Climate Change (DECC), our own Paul O'Brien and David Morgan, Head of Cities at E.ON Sustainable Energy.

Seminars included the Southern Parks seminar at Windsor Great Park in July, the National APSE Seminar in Bristol in September and Cemeteries and Crematoria at the City of London Cemetery in December.

APSE Northern

APSE northern remains a resilient area of activity for the Association and the regional executive has taken a decision to maintain its on-going programme of events for members within the region.

Under the current Chair, Cllr John Kerr Brown of Warrington Borough Council and Secretary, John Coates of North Lincolnshire Council, APSE northern has maintained a strong programme of membership activity through a series of free half day events and seminars for its members together with bespoke on-site activity within its member authorities. Reflecting the broad geographic make-up of the region these events have been hosted in different sub-regional areas to enable maximum participation from member authorities who may not otherwise be able to access events due to on-going restrictions on travel within many authorities due to budget constraints. The region has recently welcomed new members including West Lindsay District Council, Harrogate Borough Council, City of Lincoln Council and Douglas Borough Council (Isle of Man).

APSE Central

The Central region AGM was held on in May 2011 in Wolverhampton and Councillor Leon Unczur from Nottingham City Council was re-elected Chair for 2011/12 supported by new Vice Chair Cllr Jim Creamer and Secretary Caroline Mckenzie, both from Gedling. The meeting also explored environmental services at Shropshire and Wolverhampton and advances in green vehicles.

Events held included an advisory group at Birmingham City Council in February 2011, focussing on efficiencies in Parks with speakers from APSE solutions, the Health and Safety Executive and Greenspace. In March an event entitled, 'Deciphering the Localism Act' attracted over 40 councillors and officers to Derbyshire County Cricket Ground to hear speakers including Heather Wheeler MP, who is a member of the CLG select committee and chair of the All Party Parliamentary Group on Local Government, together with Frances Woodhead from Eversheds solicitors and Claire Richmond, Head of Policy at Nottingham City Council

Seminars in the central region included transport seminar at the Gaydon motor heritage centre, a localism seminar at Aston Villa Football Ground and Street cleansing, again at Aston Villa.

APSE Wales

Councillor Arwyn Woolcock from Neath Port Talbot County Borough Council was elected as Chair and Martin Nicholls from the City and County of Swansea was re-elected as Secretary at the AGM held in Llandrindod Wells in June 2011

During the past year, APSE Wales commissioned research on the collaborative agenda in Wales; the research was undertaken through APSE's Knowledge Transfer Partnership in conjunction with De Montfort University. The publication, entitled '*Shared services and collaborative working in a Welsh context: Applying theory to practice*' explores the policy context driving collaboration in Wales; the advantages and disadvantages of the different types of shared services; and case study evidence from APSE member authorities tells us about successful approaches to sharing services. A meeting was held with the Minister for Local Government and Communities, Carl Sargeant AM on 22 September 2011 to discuss the collaboration and shared services, together with other APSE research.

The themes of efficiency, income generation and innovation have featured strongly in APSE Wales events, forums and advisory group meetings during the past year. A round table event was held for main contacts, Chairs and Secretaries on 7 March 2012 to debate issues around collaboration and innovation, drawing on case studies from throughout the UK. The Wales advisory groups have also featured themes on managing costs, generating income, performance management and change programmes, with 120 elected members and officers attending these groups.

Section 3 – Organisation and services

Research

APSE has embarked on the most ambitious and far reaching programme of external and commissioned research in the recent history of the Association. Through its two year ESRC funded Knowledge Transfer Partnership (KTP) with De Montfort University, APSE has undertaken a range of research looking at transformational change in local public services in an era of austerity.

Research has ranged from a major review of the role of co-operatives and mutuals in local public service provision '*Proof of delivery?*'; to a study of shared services undertaken for APSE Wales '*Shared services and collaborative working in a Welsh context*'. APSE has also been commissioned to carry out research for the Association of Retained Council Housing (ARCH), UNISON and the TUC.

APSE's work has included an update on insourcing in local government, the social and economic benefits of renewable energy schemes and the transition to the green economy looking at the vital role played by local government. Future research projects include a vision for the future of local government '*the ensuring council*' and a study of innovation and entrepreneurialism in the delivery of local authority services.

A full list of APSE's publications and research is shown at **Appendix 7**.

APSE in the Media

APSE's media profile remains high in both local government and trade press with regular articles appearing in The MJ, Local Government Chronicle, Government Opportunities, Public Finance, Public Servant, Public Finance, Inside Housing, Horticulture Week, The Surveyor and Cost Sector Catering. At a national level APSE is a regular contributor to The Guardian and Guardian Public and has provided background research and briefing to numerous other national titles such as the Independent. APSE regularly provides TV and radio documentary crews with research on frontline service issue.

APSE's extensive research programme has provided a rich source of media interest in the work of the Association and in the past year has proven to be a popular press issues contributing to the debate on the future role of local government in a local, economic and global context.

Bespoke 'state of the market' reports in refuse and street cleansing, FM services, highways and street lighting to name a few have also proven to be a popular way in which the media can analyse and report on the Associations work and campaigns in frontline service areas. The reports have highlighted the impact of budget reductions on frontline services, service pressures and the national debate around which service delivery models really provide answers during a time of austerity; this enables APSE to inject some frontline service 'reality' into on-going media debates on public services.

A list of articles and journals in which APSE have featured, is shown at **Appendix 7**.

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 showcase much of the work undertaken by councils in improving services, delivering efficiencies and innovating in service delivery.

Direct News features a range of high profile guest writers including a recent international series with contributions from local government experts in Australia, Demark and Spain. The magazine has recently featured Lord Whitty of the Housing Voice campaign and Assembly Minister Carl Sargeant of the Welsh Government alongside Chief Executives, Council leaders and Service Directors. The publication remains a popular service amongst APSE members, disseminating best practice articles which have a strong focus across all aspects of frontline service areas in local government. Frontline best practice is combined with up-to-the minute policy and legal issues with Walker Morris and Eversheds who provide regular legal updates through direct news.

The popularity of direct news as an advertising medium for local government suppliers is growing and this will help to underpin the future sustainability of the publication off-setting production costs against revenue.

Seminars and awards

APSE operates its annual programme of seminars based around themed one-day events and service specific two-day seminars. Attendance continues to be high with around 3000 delegates attending APSE events in 2011/12. The feedback from delegates remains very positive with 85% satisfaction rating.

The full seminar programme is included in **Appendix 5**.

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

The annual seminar and service awards in September 2011 was very well attended attracting a large number of delegates and guests and a range of high profile speakers to the two day event held at the Council House, Bristol. The speakers included Richard Lyle MSP, Scottish Government; Simon Parker, Chief Executive of the New Local Government Network; Professor Michael Hughes, Director of Studies at the Audit Commission; Jan Ormondroyd, Chief Executive of Bristol City Council; Judith Barnes, Head of Local Government at Eversheds LLP and David Arnold, Green Policy Officer UNISON.

Over 450 guests came together at the Brunel's Old Station to celebrate the best in local government service delivery at the annual service awards. TV Presenter, Alex Lovell who hosted the event said "The APSE 2011 Service Awards once again witnessed the very best in Public Services". Rotherham Metropolitan Borough Council were declared 'Overall Council of the Year for Service Delivery'.

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

Advisory groups and strategic forums

The national advisory group meetings continue to be well attended and provide a valuable resource to APSE members. The groups offer support, highlight new projects, best practice, innovations from suppliers and changes in legislation as well as covering many specific operational topics. Representatives of many other organisations, government bodies and interested parties use them to directly address a local government audience. They remain a forum to share knowledge, experience, information and ideas.

The national advisory groups meet in Manchester and 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; healthy communities; citizen engagement and participation; property, asset management and regeneration; service transformation; and communities, neighbourhoods and localism have met regularly in various locations throughout the UK. They offer an opportunity to discuss important cross service or overriding policy issues for local government and provide input to APSE's policy development process. A list of the chairs and secretaries of the national advisory groups and the chairs of the strategic forums is shown at **Appendix 4**.

Website, briefings and network query service

APSE's website provides access to membership resources, briefings, and up to date information on training courses, seminars, advisory groups and research. It also includes the Chief Executive's blog and access to the performance networks members only portal.

The email briefing service provides members with up-to-date information on developments across local government. During 2011/12, 76 briefings were issued covering a diverse range of strategic and service based topics from allotments to data transparency and halal food to Scottish Government waste strategy.

Members throughout the UK make extensive use of the regular network query service with over 16,000 contacts on the circulation list. Over 160 queries were made to obtain ideas, support and best practice across all service areas from peer authorities.

A list of all briefings is shown at **Appendix 7**. The APSE website address is www.apse.org.uk.

The transition to a green economy:

The vital role of the ensuring council



The transition to a green economy: The vital role of the ensuring council

APSE's new research highlights the vital role of local councils in stimulating the UK's role in the transition to a green economy.

The green economy is estimated to be worth £4trillion globally and local councils are already leading the way. Our latest research highlights 46 case studies which show that many councils are already delivering on initiatives.

Published April 2012

Shared services and collaborative working in a Welsh context: Applying theory to practice



Shared services and collaborative working in a Welsh context: Applying theory to practice

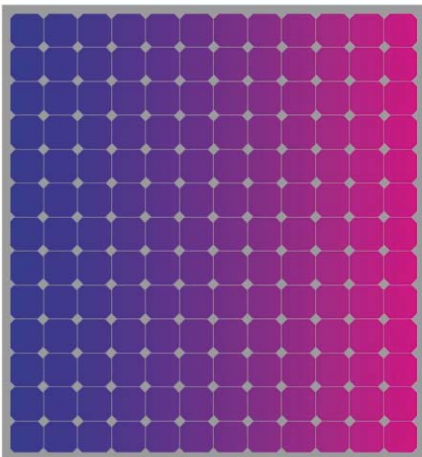
This new research was undertaken by APSE in partnership with De Montfort University in response to the Simpson review of public services in Wales.

Published March 2012



Powerful impacts:

Exploring the economic and social benefits of renewable energy schemes



'Powerful impacts: Exploring the economic and social benefits of renewable energy schemes'

APSE's previous collaboration with CLES enabled us to calculate the 'local economic footprint' of public services. This latest research uses specifically designed methodology to quantify the environmental, social and economic impacts of renewable energy schemes.

Published February 2012

Proof of delivery?

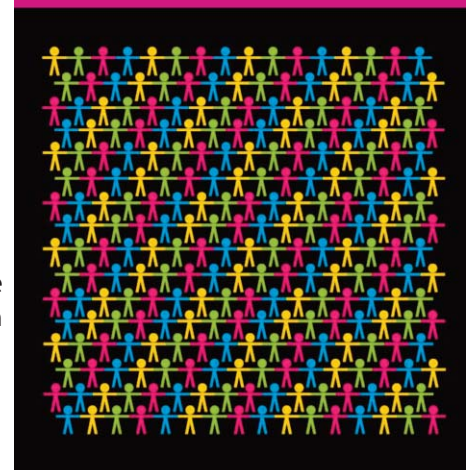
A review of the role of co-operatives and mutuals in local public service provision



'Proof of delivery? A review of the role of co-operatives and mutuals in local public service provision'

This publication features systematic review methodology to identify and analyse all the available evidence about the potential benefits or otherwise of co-ops and mutuals in the delivery of core public services

Published August 2011



APSE training

In 2012 APSE training became the new name for the learning, skills and development arm of APSE. Despite times of austerity the demand for training on front line service sectors continued, with courses on supervisory skills remaining the most popular in StreetScene, building cleaning, leisure, catering, housing repairs and building maintenance. We also recognised the need for more specialist training and developed 2 events for the Cemeteries and Crematoria sectors – Managing a Cemetery and supervisory skills in cemeteries and crematoria.

A preferred option for many councils last year was 'hosting' an event. This popular alternative of receiving free places in exchange for providing a room and catering, meant that councils with budget restraints were still able to access training at low cost.

A new range of Masterclasses on Preparing for in-house bids were developed in response the changing face of council service provision. Courses for leisure, building cleaning and grounds maintenance and street cleansing had the highest uptake.

APSE training was successful in bidding for work with Skills Development Scotland. Tailored events on hidden disabilities and facilitation skills were delivered as part of a continuous development programme for career service staff. Councils in Northern Ireland were able to benefit from the lessons learned on the Clean Neighbourhoods Act thanks to APSE training and Walker Morris. We were able to prepare councils for their new powers and duties (in force from April 2012) with a combination of legal advice and best practices in England and Wales.

The demand for Health and Safety training remained buoyant in the housing and waste sectors with many councils opting for in-house provision in CDM refresher training, health and safety in environmental services and accident investigation.

Details of all training courses run in 2011/12 are shown at **Appendix 5**.

APSE solutions

APSE Solutions is APSE's new brand, replacing the Best Value Consultancy. The name change reflects the unique challenges that Local Government and the rest of the public sector now faces. The service is focussed on finding and helping to implement solutions to the twin needs of cost reduction and rising expectations of public services. Through consultancy and interim management the consultancy has identified potential for millions of pounds of savings, assisted with increasing income from external charging and trading and sought out innovative approaches to improved service delivery.

The consultancy performed strongly in a difficult trading environment, with record turnover for the year. By making the most of APSE's strong skills set, with regard to performance management and service delivery, APSE Solutions has been able to demonstrate its relevance to the local government sector. An ethical approach coupled with not for profit pricing makes it a competitive choice for member authorities in search of expertise and a genuine understanding of how local government services work.

In 2012 APSE solutions will continue to do its utmost to help local government to maintain services through the application of its unique approach to efficiency; it will continue to add value to interim management placement and will continue to contribute to the overall value that APSE brings to the provision of vital public services.

Performance networks

In a difficult economic and financial environment for local authorities there is a clear need for high quality performance data that can help in demonstrating the competitiveness of services; providing evidence of value for money as budgets are cut; sharing efficiency examples between councils; supporting decision making about the future design and delivery of public services; and continuing to support collaboration in developing and sharing good practice amongst services and councils.

APSE performance networks is a mature performance measurement and benchmarking service for local authority front-line services which has been providing robust and effective performance information since 1999. It is the largest voluntary public sector benchmarking service across England, Scotland, Wales and Northern Ireland. It is an invaluable tool in assisting councils not only to demonstrate where they stand relative to their peers, but also in identifying how to manage resources more effectively and improve the outcomes being achieved.

The past year has seen a number of important developments. The data collection requirements for County Surveyors Society (CSS) Wales (highways and transportation group) and the Society of Chief Officers of Transportation in Scotland (SCOTS) have been

incorporated into APSE performance networks. As a result, all of the councils in Scotland and Wales are now signed up to APSE performance networks for roads, highways, winter maintenance and street lighting services.

A focus group on street cleansing has developed a new quality indicator for the service which takes into account quality inspections as well as other factors such as public perception scores, frequencies of sweeping/litter picking visits and responding to requests for service within target times. With the demise of NI 195 on street cleanliness, APSE has changed the data collection to capture data from the range of systems now being used by local authorities.

A continued agreement has been made with the Department for Environment, Food and Rural Affairs (Defra) for APSE to be able to access data directly from Waste Dataflow to reduce the data collection for refuse collection again this year. Following on from the work with the North East Improvement and Efficiency Partnership (IEP), we have incorporated the data collection for councils in the north east of England on waste into APSE performance networks and the report was issued in January 2012. The joint public authority transport network benchmarking survey (or PATN) with the Freight Transport Association (FTA) has been conducted for the second year. The survey consists of benchmarking questions on areas such as methods of working, pay and workshop operations, which compliments the data contained within APSE performance networks. The survey is set up to allow members of APSE performance networks to submit reduced benchmarking information as there is an automatic information transfer from performance networks to this survey. A new cemeteries and crematoria data collection exercise has been commissioned by 11 pilot authorities to develop a new performance model for the service.

UK-wide process benchmarking groups and Scotland-specific groups are 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 continues to respond to government consultations throughout UK administrations on behalf of its membership. In respect of English local authorities APSE provided a written response to the call for evidence from the Cabinet Office on commissioning of public services. APSE also responded to the call for evidence on the Code of Practice on Data Transparency following the abolition of the Audit Commission and subsequently provided both written and oral evidence to the Communities and Local Government (CLG) select committee inquiry on performance management in a post Audit Commission environment. APSE also responded to the CLG consultation on the exercise of the new Community Right to Challenge, using APSE survey work with its membership as the basis of its response and drawing upon research conducted as part of the KTP programme with De Montfort University to highlight the lack of evidence available to support the expanded use of cooperatives and mutuals in public service delivery. APSE provided oral evidence on these matters to the CLG select committee on local government. APSE also provided oral evidence to the parliamentary group on corporate social responsibility on the role of co-ops and mutuals in public service delivery.

As part of APSE's broader advocacy role the Association also hosted fringe events at the Association of Liberal Democrat Councillors conference in 2011 on the community right to challenge and on renewable energy schemes and launched its research 'Proof of Delivery' at the Conservative Councillors Association Conference in 2011. APSE also spoke at a fringe event at the Labour Party Conference on performance management in the public sector.

Working with other organisations

APSE works with many different organisations across the range of service areas we cover in order to provide support to APSE members, promote the work of the association and collaborate on projects of mutual benefit. We remain committed to working alongside the public sector trade unions as well as other organisations such as LGA, WLGA, NILGA, CoSLA, National Audit Office, Wales Audit Office, Audit Scotland, the Centre for Local Economic Strategies (CLES), De Montfort University (Leicester).

Other examples of organisations APSE works closely with include the Freight Trade Association, Greenspace, Lantra, Play England, Keep Britain Tidy, Tidy NI, SCOTS, CSS Wales, CABE Space, CIPFA, SOCITM, School Food Trust, Local Government Staff Commission NI, Local Government Training NI, SOLACE NI, William Johnston Memorial Trust, Chartered Institute of Waste Management, the Association of Building Cleaning DSOs, British Association of Cleaning in Higher Education, Local Authority Caterers Association, TUC, UNISON, UNITE, GMB, Walker Morris, Eversheds, the Health and Safety Executive, School of Sports Science at Edge Hill University, School of Facilities Management at Salford University and Chartered Institute for Management of Sport and Physical Activity (CIMSPA).

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 has forged close links with a number of Approved Partners throughout the year at various exhibitions, awards events and on a number of research projects including Consilium Technologies, Scotshield, Zoeller Waste Systems & Webaspx. At present we also have a number of organisations in the process of looking into the scheme further with a view to submitting an application to membership.

The continued growing relationships with our current members can be highlighted through the various different methods in which the sponsor and support our events including the Service Awards & performance networks award ceremonies.

APSE looks forward to working closely with our current approved partners over the coming year and building new relationships with organisations taking up the membership in 2012/13.

A list of Approved Partners is shown at **Appendix 1** and **Appendix 8**.

Staffing

APSE continues to invest in staff training and development. Mike Egerton, Administration Assistant has now completed his HNC in Business and Marketing and Keisha Swaby, also an Administration Assistant has commenced her Open College Business Administration level three.

Adele Reynolds continues her role of Research Associate as part of the KTP with De Montfort University which has seen some valuable research outputs.

Jenny Hughes, Marketing and Coordination Officer commenced her maternity leave in December and Mike Egerton was promoted to cover the post of Marketing and Coordination Officer during her maternity leave.

Following three years at the Association the Client Coordination Officer, Alex Gardiner left to pursue a new role within the Association of Greater Manchester Authorities. Davina Rai subsequently joined the association to replace Alex. Davina had previously worked as a projects officer for Milton Keynes Council. Gary Mooney, Research and Advisory Officer also moved on to pastures new, taking up an opportunity to work for Scotland Excel as a Regional Procurement Analyst.

John Clough, Administration Assistant and Joe Furniss, IT and Research Officer have both left APSE to take up new opportunities. John has moved to the Newcastle College group to take up the position of Business Support Executive and Joe has commenced his new role as a Web Developer.

APSE continues to be accredited for ISO9001, ISO14001, ISO 27001 and Investors in People.

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

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

Section 4 - Finances



Section 4 - Finances

Association for Public Service Excellence

Income and Expenditure Account for the year ended 31 March 2012

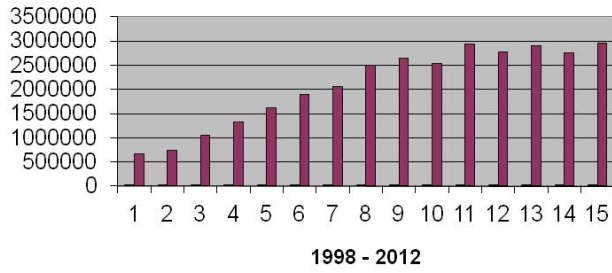
Income	APSE £	APSE Solutions £	APSE Training £	Performance Networks £	Total 2012 £	Total 2011 £
National membership fees	566,512	-	-	697,861	1,264,373	1,264,783
Approved partners	20,475	-	-	-	20,475	19,500
Seminar income	346,569	-	169	58,975	405,713	400,308
Consultancy and training income	54,375	1,012,980	127,546	5,587	1,200,488	1,027,980
Publication sales	37,266	-	-	-	37,266	7,123
Miscellaneous income	6,872	-	-	1,127	7,999	11,001
Bank interest	17,190	-	-	-	17,190	17,231
Total income	1,049,259	1,012,980	127,715	763,550	2,953,504	2,747,926
Expenses						
Establishment	489,516	165,878	81,291	292,342	1,029,027	1,057,598
Associates	18	772,342	29,043	32,522	833,925	623,651
Seminar costs	181,583	2,135	-	86,606	270,324	304,143
Meetings	24,166	-	4,122	2,314	30,602	43,196
Fringe meetings	8,088	-	-	-	8,088	10,973
Premises costs	37,212	9,154	7,687	38,307	92,360	92,309
Office costs	75,624	2,179	2,089	47,757	127,649	96,150
Printing and photocopying	128,602	534	-	40,209	169,345	162,445
Professional fees	9,118	-	-	146,066	155,184	151,485
Promotional/advertising	22,750	-	355	1,981	25,086	17,583
Bad debts	3,969	(1,012)	-	5,985	8,942	25,992
Depreciation	5,953	-	-	-	5,953	11,404
Miscellaneous	5,885	33	29	1,163	7,110	8,039
Development and special projects	36,976	-	-	-	36,976	54,975
Membership retention	52,698	-	-	-	52,698	34,768
Total expenses	1,082,158	951,243	124,616	695,252	2,853,269	2,694,711
Net surplus/(deficit) for the year	(£ 32,899)	£ 61,737	£ 3,099	£ 68,298	£ 100,235	£ 53,215

Association for Public Service Excellence

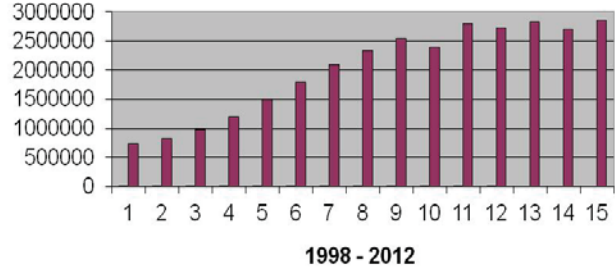
Balance Sheet as at 31 March 2012

	2012		2011	
	£	£	£	£
Fixed assets				
Tangible assets		-		5,953
Current assets				
Debtors		508,622		612,183
Current asset investments		1,008,034		1,048,945
Cash at bank and in hand		280,071		208,430
		<u>1,796,727</u>		<u>1,869,558</u>
Creditors: amounts falling due in less than one year		<u>(319,501)</u>		<u>(498,520)</u>
Net current assets		<u>1,477,226</u>		<u>1,371,038</u>
Total assets less current liabilities		<u>£ 1,477,226</u>		<u>£ 1,376,991</u>
Reserves				
General reserves		1,464,692		1,311,759
Membership retention fund		12,534		65,232
		<u>£ 1,477,226</u>		<u>£ 1,376,991</u>

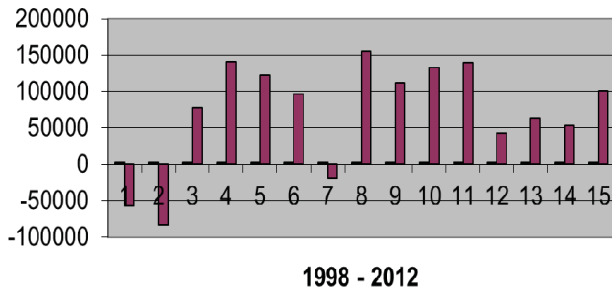
Turnover



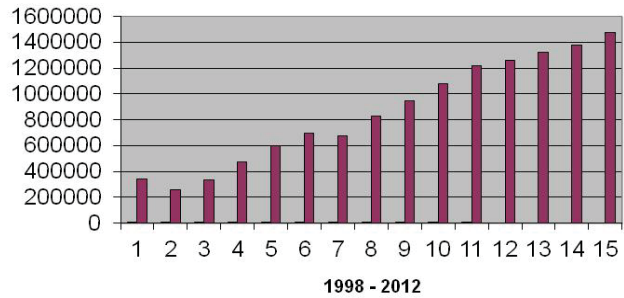
Expenditure



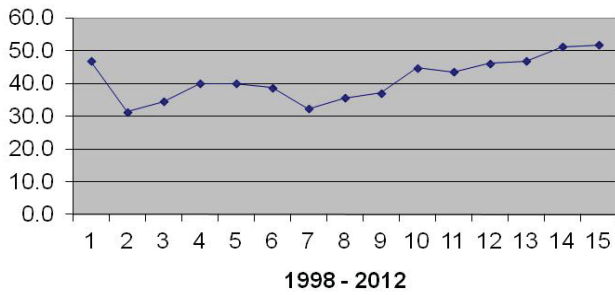
Surplus / (Deficit)



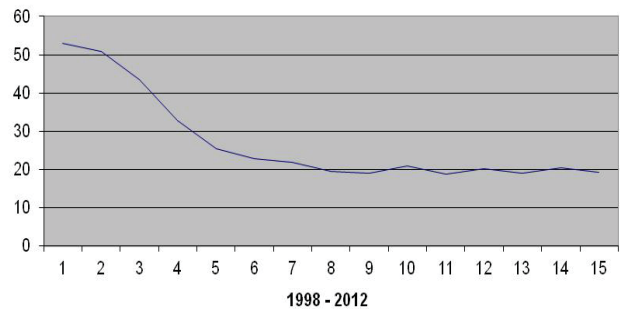
Reserves



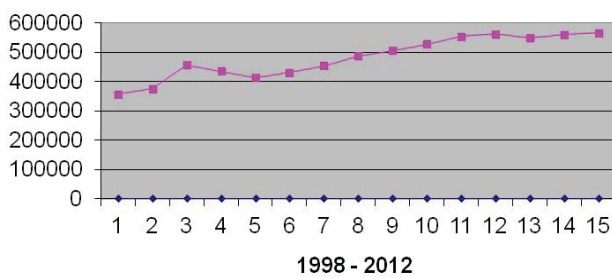
Reserves as % of expenditure



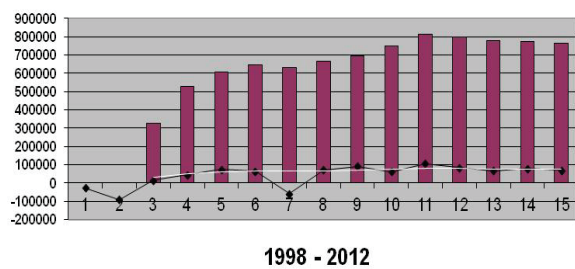
Subscriptions as % of turnover



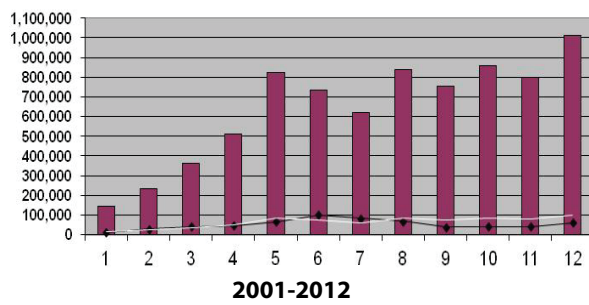
Subscriptions



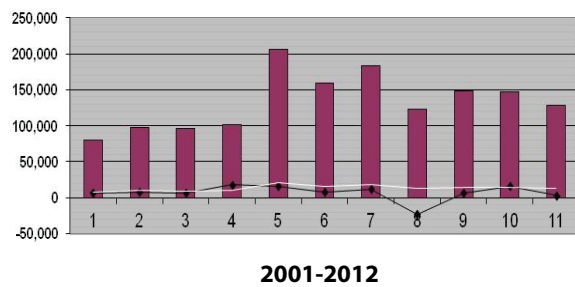
APSE Performance Networks



APSE Solutions



APSE Training



Appendices

Delegates at the APSE performance networks seminar in Blackpool



APSE seminars and events



Appendix 1: APSE members 2011-12

Total: 237 members

Approved Partners: 11

Colas Ltd, Consilium Technologies Ltd, DAF Trucks Ltd, Hays, IQ Software Systems, ROCC Computers Ltd, Scotshield Ltd, SGM UK Ltd, Triscan Systems Ltd, Websapx Limited, Zoeller Waste Systems Limited.

Associate: 16

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

APSE Central: 34

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, Dudley Metropolitan Borough Council, Gedling Borough Council, High Peak Borough Council, Kettering Borough Council, Leicester City Council, Mansfield 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, Shropshire 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

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, City of Lincoln 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, Harrogate Borough Council, Hartlepool Borough Council, Hull City Council, Hyndburn Borough Council, Kirklees Council, Knowsley Metropolitan Borough Council, Lancashire County Council, Lancaster City Council, Leeds City Council, Liverpool City Council, Manchester City Council, Middlesbrough Borough Council, Newcastle City Council, North East Lincolnshire Council, North Lincolnshire Council, North Tyneside 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, Wyre Borough Council.

APSE Northern Ireland: 17

Ards Borough Council, Armagh City & District Council, Ballymena Borough Council, Belfast City Council, Belfast Education Library Board, Coleraine Borough Council, Craigavon Borough Council, Derry City Council, Down District Council, Larne Borough 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

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, City of Edinburgh 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 Southern and South West: 43

Bath & North East Somerset Council, Bedford Borough Council, Braintree District Council, Brent Council, Bristol City Council, Cambridge City Council, Chelmsford Borough Council, City of London Corporation, Cornwall Council, Crawley Borough Council, Dorset County Council, Eastleigh Borough Council, Enfield Council, Exeter City Council, Greenwich Council, Guildford Borough Council, London Borough of Hackney, Harrow Council, London Borough of Havering, Hertsmere Borough Council, London Borough of Hounslow, Isle of Wight Council, Islington Council, Lambeth Council, Luton Borough Council, Maidstone Borough Council, Merton Council, Milton Keynes Borough Council, London Borough of Newham, Norse Commercial Services, Oxford City Council, Peterborough City Council, Plymouth City Council, Reading Borough Council, Sevenoaks District Council, Southampton City Council, South Gloucestershire Council, Stevenage Borough Council, Swindon Borough Council, Thanet District Council, Thurrock Council, London Borough of Tower Hamlets, Wandsworth Council

APSE Wales: 21

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 2011-12

Total: 182 members as at 31 March 2012

APSE central (32 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, Derbyshire County Council, Dudley Metropolitan Borough Council, Gedling Borough Council, High Peak Borough Council, Hinckley & Bosworth Borough Council, Kettering Borough Council, Leicester City Council, Mansfield 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, 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 (57 members)

Barnsley Metropolitan Borough Council, Blackburn with Darwen Borough Council, Blackpool Council, Bolton Metropolitan Borough Council, Bradford Metropolitan District Council, Burnley Borough Council, Cheshire East Council, Cheshire West and Chester Council, City of York Council, Copeland Borough Council, Darlington Borough Council, Doncaster Metropolitan Borough Council, Douglas Borough Council, Durham County Council, East Lindsey District Council, East Riding of Yorkshire Council, Gateshead Metropolitan Borough Council, Greater Manchester Fire and Rescue Service, Halton Borough Council, Harrogate Borough Council, Hartlepool Borough Council, Hull City Council, Hyndburn Borough Council, Kirklees Council, Knowsley MBC, Lancashire County Council, Lancaster City Council, Liverpool City Council, Manchester City Council, Middlesbrough Borough Council, Newcastle City 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, West Lindsey District Council, Wigan Leisure & Culture Trust, Wyre Borough 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 Southern and South West (33 members)

Bedford Borough Council, Braintree District Council, Bristol City Council, Cambridge City Council, Chelmsford Borough Council, Cornwall Council, Crawley Borough Council, Dorset County Council, Eastleigh Borough Council, Enfield London Borough, Gallions Housing Association, Guildford Borough Council, Hackney London Borough, Isle of Wight Council, London Borough of Havering, 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, Oxford City Council, Peterborough City Council, Plymouth City Council, Reading Borough Council, Somerset County Council, South Gloucestershire Council, Southampton City Council, Stevenage Borough Council, Swindon 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 2011-12

National Chair:	Cllr James Docherty, South Lanarkshire Council
National Secretary:	Dougie McMillan, South Lanarkshire Council
Past National Chair:	Cllr Richard Williams, Southampton City Council
Past National Secretary:	Roger Byrne, Swindon Borough Council
Prospective National Chair:	Cllr John Kerr-Brown, Warrington Borough Council
Prospective National Secretary:	John Coates, North Lincolnshire 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 Elaine Melrose, West Dunbartonshire Council
APSE Northern Ireland	Cllr Eamonn O'Neill Down District Council	Pat McCluskey Down District Council	Cllr Thomas Kerrigan, Strabane Council Cllr Shaun Gallagher, Derry City Council
APSE Wales	Cllr Arwyn Woolcock Neath Port Talbot County Borough Council	Martin Nicholls City and County of Swansea	Cllr Eric Saxon Monmouthshire County Council Cllr Kath Roberts-Jones Powys County Council
APSE Northern	Cllr John Kerr-Brown Warrington Borough Council	John Coates North Lincolnshire Council	Cllr Clive Robson, Durham County Council Norman Ramsey, Durham County Council Mick Lovatt, Preston City Council Anita Brown, Stockton-on-Tees Borough Council
APSE Central	Cllr Leon Unczur Nottingham City Council	David Parton/Caroline McKenzie Gedling Borough Council	Cllr Seamus Creamer, Gedling Borough Council Cllr Mark Pengelly, Corby Borough Council Alistair Merrick, Wolverhampton City Council
APSE Southern and South West	Cllr Richard Williams Southampton City Council	Paul Peters London Borough of Enfield	Cllr Jean Heywood, Hertsmere Borough Council Cllr Philip O'Dell, LB of Harrow Cllr Van Coulter, Oxford City Council Andrew Martin, Dorset County Council

Associate Members

- John McPeake, Chief Executive, Northern Ireland Housing Executive
- 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 2011-12

Advisory groups

<p>Building cleaning advisory group Chair: Cllr Tommy Fearn, Knowsley Metropolitan Borough Council Secretary: Vacant</p>	<p>Service improvement and performance management advisory group Chair: Cllr Jim McGuigan, North Lanarkshire Council Secretary: Richard Llewellyn, North Lanarkshire Council</p>
<p>Catering advisory group Chair: Cllr Joe Lowe, South Lanarkshire Council Secretary: Debbie Clarke, Wigan Council</p>	<p>Service delivery models advisory group Chair: Cllr Daniel Hawthorne, Stockport Council Secretary: Nic Cox, Solutions SK Ltd</p>
<p>Housing, construction and building maintenance advisory group Chair: Cllr Eamonn O'Neill, Down District Council Secretary: Phil Brown, A1 Housing, Bassetlaw</p>	<p>Sports and leisure management advisory group Chair: Cllr Leon Unczur, Nottingham City Council Secretary: Vacant</p>
<p>Parks, horticulture and grounds maintenance advisory group Chair: Alderman Hubert Nicholl, Ballymena Borough Council Secretary: Bernie Candlish, Ballymena Borough Council</p>	<p>Vehicle maintenance and transport advisory group Chair: Alderman Charles Price, Bristol City Council Secretary: Damian Walshe, Knowsley Metropolitan Borough Council</p>
<p>Renewables and climate change advisory group Chair: Cllr Robert Boswell, Preston City Council Secretary: Mick Lovatt, Preston City Council</p>	<p>Waste management, refuse collection and street cleansing advisory group Chair: Cllr Symon Fraser, East Riding of Yorkshire Council Secretary: Huw Roberts, East Riding of Yorkshire Council</p>
<p>Roads, highways and street lighting advisory group Chair: Cllr Frank Anderson, West Lothian Secretary: Kevin Melling, Cheshire East Council</p>	

Strategic forums chairs:

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

Asset Management & Regeneration: Chair: Cllr John Stewart, Aberdeen City Council

Communities, Neighbourhoods and Localism: Chair: Cllr Paul Findlow, Cheshire East Council

Citizen Engagement, Governance and Service Delivery: Chair: Cllr Clive Robson, Durham County Council

Healthy Communities: Chair: Cllr Robin Brown, Northamptonshire County Council

Service Transformation: Cllr Arnold Woolley, Flintshire County Council



Left to right: Cllr Leon Unczur, APSE English chair, Mark Bramah, APSE Assistant chief executive, Deputy Mayoress of Blackpool, Samia Ghadie, Awards presenter, Deputy Mayor of Blackpool Cllr Alan Matthews, Dougie McMillan, APSE national secretary, Mrs McMillan and Alex Linkston, Commission for the future delivery of public services in Scotland



Delegates discuss street cleansing issues in a performance networks workshop



Simon Parker of NLGN presenting at the APSE annual seminar



Appendix 5: Seminars, meetings, training and promotional activity 2011-12

Seminars held April 2011- March 2012

Service specific and national seminars

Annual seminar 2011: 'Changing world: changing services'

The Council House, Bristol, 7-8 September 2011

Environmental services seminar 2011: 'Sustaining the frontline'

Best Western Stoke on Trent Moat House, 2-3 November 2011

Housing and building seminar 2011: 'The practicalities of providing and improving a building maintenance service'

Hilton Hotel, York, 6-7 October 2011

Performance networks seminar 2011: 'Armchair audit: Is this the future of performance management in local government?'

Hilton Hotel, Blackpool, 1-2 December 2011

Facilities management seminar 2012: 'Prospering in a new reality'

Crowne Plaza, Chester, 25-26 January 2012

Roads, highways and street lighting seminar 2012: 'Improving and developing roads and lighting services'

Holiday Inn, Newcastle, 8-9 March 2012

Additional seminars and Innovation forums

Income generation: A strategy to take your frontline service forward

Leeds United Football Club, Friday 8 April 2011

The localism bill

Aston Villa Football Club, 13 May 2011

The virtuous green circle series

Birmingham City Football Club, 17 May 2011

London, 1 July 2011

North Lanarkshire, 14 July 2011

Llandrindod Wells, 19 July 2011

Biomass and the renewable heat incentive

The Palace Hotel, Manchester, 21 June 2011

Cemeteries and crematoria

Liverpool Cathedral, 28 June 2011

APSE training courses 2011-12

Masterclasses

A duty to involve Kilmarnock: 26.05.11

Health and safety in Waste and environmental services -

Glasgow: 05.03.12 Edinburgh: 22.06.11

Procurement in Northern Ireland Down: 27.06.11

Accident investigation management Glasgow: 01.09.11

Tools for efficiencies and savings in Street cleansing -

Birmingham: 15.09.11

Preparing for a Catering services in-house bid Leeds: 02.11.11

Preparing for a Leisure services in-house bid -

Manchester: 07.11.11 19.03.12

Regional seminars and events

Scotland:

Fleet, waste and grounds services seminar 23-26 May 2011, Aviemore

Facilities management seminar - 2 November 2011, North Lanarkshire

Housing and building seminar - 16-17 February 2012, Peebles

Northern:

Annual general meeting and seminar - 27 May 2011, Durham

'Wakefield streetscene services' - 11 November 2011, Wakefield

'Winter maintenance in Bradford' - 11 October 2011, Bradford

Central:

Regional meeting - 6 April, Nottingham

Annual general meeting - 22 June 2011, Wolverhampton

Wales:

Round table event - 7 April 2011, Llandrindod Wells

Annual general meeting and seminar - 30 June 2011, Llandrindod Wells

Service transformation strategic forum - 7 March 2012, Llandrindod Wells

South/South West

Annual general meeting - 7 September 2011, Bristol

Cemeteries and crematoria - 13 December 2011, City of London Cemetery

Protecting parks and green spaces into the future -

20 July 2011, Windsor Great Park

Northern Ireland:

Annual general meeting - 20 June 2011, Ballymena

'Parks, open spaces and cemeteries' 8 December 2011, Armagh

'Maximising the benefits of our fleet' 30 September 2011, Down

Transport seminar: The keys to success

The Heritage Motor Centre, Gaydon, 12 July 2011

Professional practice forum: Staying ahead of the game

Manchester United Football Club, 15 July 2011

Sports development at the crossroads - where now?

Manchester City Football Club, 9 November 2011

Service delivery models: Entrepreneurship, innovation and frontline services

Pavilions of Harrogate, 19 January 2012

Street cleansing seminar: A clean sweep

Aston Villa Football Club, 28 February 2012

Parks seminar: Can money grow on trees?

Manchester City Football Club, 28 March 2012

Preparing for a Building cleaning in-house bid Manchester: 11.11.11

Managing Cemeteries and Crematoria Coventry: 30.01.12

Co-operatives and Mutuals - What do they mean for your service? -

London: 22.03.12

Public Courses

Project Management in Leisure services -

Birmingham: 04.04.11 Bristol: 05.07.11 Edinburgh: 07.10.11

Street cleansing and Street scene supervisory skills for team leaders -

Glasgow: 08.04.11 London: 17.05.11 Bristol: 06.07.11 London: 23.09.11

Manchester: 26.09.11

Finance awareness Dudley: 14.4.11

Supervisory skills for the Building maintenance and repairs sector - Cardiff: 16.05.11 Birmingham: 14.07.11
Managing attendance in local government Belfast: 16.05.11
Agency worker directive -
Manchester: 18.05.11 Manchester: 10.06.11 Manchester: 27.09.11
Writing, developing and delivering service level agreements - Manchester: 24.05.11
Finance for Operational managers Manchester: 26.05.2011 04.11.11
Developing your lunchtime supervisors -
Denbighshire: 13.06.11 London: 21.06.11
Managing your time effectively London: 25.07.11
Transport services - supervisory skills for team leaders - Newcastle: 03.08.11
Catering and Cleaning services supervisory skills for team leaders - Glasgow: 02.09.11
Writing, developing and delivering service level agreements - Warwick : 22.09.11
Getting the most out of lunchtimes at school East Riding of Yorkshire - 03.10.11 Warwickshire: 04.11.11
Cemeteries and Crematoria Supervisory skills for team leaders - Manchester: 14.10.11 Newcastle: 20.10.11
Finance for operational managers Manchester: 14.02.12

Public Hosting courses

Project Management in Leisure services -
Sheffield: 06.05.11 Leeds: 25.08.11 08.12.11 Dundee: 09.03.12
Street cleansing and Street scene supervisory skills for team leaders -
Edinburgh: 16.01.12 Southampton: 01.03.12
Catering and Cleaning services supervisory skills for team leaders -
Cardiff: 12.03.12
Cemeteries and Crematoria Supervisory skills for team leaders -
North Ayrshire: 13.03.12
Street scene and Transport supervisory skills for team leaders -
Gateshead: 21.03.12

In-house courses

Supervisory skills for the Building maintenance and repairs sector -
Derbyshire: 18.05.11 West Lothian: 15.03.12 28.03.12

Meetings held:

National Council:

16 & 17 June 2011, York
6 September 2011, Bristol
9 December 2011, Newcastle, County Down
30 March 2012, London

Annual General Meeting:

7 September 2011, Bristol

Political party and fringe meetings

Liberal Democrat Party Conference, 17-21 September 2011
Labour Party Conference, 25-29 September 2011
Conservative Councillors Association Conference, 2-5 October 2011
Conservative Party Conference, 2-5 October 2011
Scottish Labour Party Conference, 2-4 October 2011
Scottish Liberal Democrats Conference, 8 October 2011
Scottish National Party Conference, 20-23 October 2011
Association of Liberal Democrat Councillor 27 September 2011
Scottish National Party Conference, 10-11 March 2012

Project Management in Leisure services
Oxfordshire Sports: 27.05.11 Glasgow life: 25.10.11
Agency worker directive West Lindsey: 27.07.11
Senior managers PRINCE2® project management overview
Glasgow: 18.08.11
Finance for Operational managers Dumfries & Galloway: 25.08.11
Lunchtime supervisor training -
Kent: 05.09.11 06.09.11 South Hunsley: 04.01.12
Catering and Cleaning services supervisory skills for team leaders -
Midlothian: 30.09.11 Birmingham : 16.11.11
Getting the most out of lunchtimes at school Isle of Wight: 31.10.11
Street cleansing and Street scene supervisory skills for team leaders -
Hackney: 18.11.11 Wrexham: 20.01.12 North Lanarkshire: 29.02.12
26.03.12 Edinburgh: 27.03.12
Health and safety in Waste and environmental services -
Halton: 02.12.11
Accident investigation management West Lothian: 17.01.12
CDM Regulations 2007 Refresher skills Master Class -
Rotherham: 19.01.12 24.01.12
Clean Neighbourhoods and Environment Act Northern Ireland 2011 -
Belfast: 23.01.12
Identification of Mould, Damp and Structural issues -
Rotherham MBC: 01.02.12
Supervisory skills in Leisure -
Wiltshire: 02.03.12 16.03.12 Hyndburn: 08.03.12

In-house Masterclasses

CDM Regulations 2007 Refresher skills Bernslai Homes: 10.05.11
Health and safety in waste services Dundee: 10.10.11
Tools for efficiencies in Building cleaning Powys: 29.09.11
Clean Neighbourhoods and Environment Act Northern Ireland 2011 -
Newry & Mourne: 07.03.12

Other work

Hidden Disabilities Skills Development Scotland: 31.01.12 16.02.12
Facilitation skills Scotland: 07.02.12 08.02.12
Clean Neighbourhoods and Environment Act Northern Ireland 2011
Belfast: 14.03.12 15.03.12

Policy, Performance and Scrutiny Sub Committee:

11 July 2011, Manchester
4 November 2011, Manchester
2 March 2012, Manchester

Full Association Meeting:

20 January 2012, Edinburgh

National conference and exhibitions

LGA Annual Conference, 26-28 June 2012
UNISON Local Government Conference, 20-22 June 2012

Appendix 6: Award winners 2011

APSE apprentice awards 2011/12

Award	Winner	Authority
Highways & street lighting	William Buse	Cornwall Council
Male Building Skills	Billy Adams	Kirklees Council
Male Mechanical and Electrical	Matthew Derbyshire	Nottingham City Homes
Female Building Skills	Katie Redden	Dumfries and Galloway Council
Female Mechanical and Electrical	Lynne Fox	Fife Council
Horticulturist	Gemma Hadden	Newcastle City Council
Transport and Vehicle Maintenance	Paul Thompson Gough	Kirklees Council
Scottish Building and Housing - 1st Year	Paul McKenna	South Lanarkshire Council
Scottish Building and Housing - 2nd Year	Andrew Pinero Ruiz	Fife Council
Scottish Building and Housing - 2nd Year	Kyle Cunningham	Falkirk Council
Scottish Building and Housing - 3rd Year	Jaryd Mahood	West Lothian Council
Scottish Building and Housing - 4th Year	Katie Redden	Dumfries and Galloway Council

APSE service awards winners (September 2011)

Award	Winner
Best employee and equality initiative	Stockton on Tees Borough Council
Best elected member development initiative	Bristol/Bath and North East Somerset/ North Somerset and South Gloucestershire Councils (a partnership submission)
Best housing and regeneration initiative	Wolverhampton Homes
Best efficiency initiative	Solutions SK (A Stockport Council Company)
Best healthy living initiative	East Ayrshire Council
Best public / private partnership working initiative	Rotherham Metropolitan Borough Council
Best public / public partnership working initiative	Salford City Council
Best public / voluntary partnership working initiative	South Gloucestershire Council
Best community and neighbourhood initiative	Clackmannanshire Council
Best information and communication technology initiative	Glasgow City Council - Scientific Services
Best environmental initiative	Belfast City Council
Best service team construction and building maintenance services	South Tyneside Homes
Best service team catering services	Gateshead Council
Best service team building/facilities cleaning	Liverpool City Council
Best service team highways, winter maintenance and street lighting	Conwy County Borough Council & Denbighshire County Council
Best service team transport and fleet	Dumfries & Galloway Council
Best service team waste management and recycling	Newcastle City Council
Best service team streetscene and public realm	Nottingham City Council
Best service team parks, grounds and horticultural	City of Edinburgh Council
Best service team sports, leisure and cultural	East Riding of Yorkshire Council
Best service team social care	Thurrock Council
Overall service team of the year	Rotherham Metropolitan Borough Council

Performance networks awards winners (December 2011)

Award	Most improved performer	Best performer
Building cleaning	Highland Council	Midlothian Council
Building maintenance	Waveney District Council	Clackmannanshire Council
Civic cultural and community venues	Arnold Hill Community Centre, Gedling Borough Council	Baglan Community Centre, Neath Port Talbot County Borough Council
Education catering	Knowsley Metropolitan Borough Council	Solutions SK, A Stockport Council Company
Highways and winter maintenance	Nottingham City Council	Dorset County Council
Parks, open spaces and horticultural	Wakefield Metropolitan District Council	Halton Borough Council
Refuse collection	Hull City Council	East Riding of Yorkshire Council
Sports and leisure facility management	Canolfan Hamdden Plas Francon, Gwynedd Council	Beverley Leisure Centre, East Riding of Yorkshire Council
Street cleansing	Conwy County Borough Council	Eastleigh Borough Council
Street lighting	Dumfries and Galloway Council	Denbighshire County Council
Transport, operations and vehicle maintenance	Fife Council	East Renfrewshire Council



Appendix 7: Briefings, publications and media 2011-12

Briefing papers

April 2011 to March 2012

Ref	Title	Date
11/17	Tackling the deficit – where next for road safety' - A report by the RAC Foundation and PACTS	April 2011
11/18	Catering for change: Buying food sustainably in the public sector	April 2011
11/19	Best value: new draft statutory guidance consultation	April 2011
11/20	State of the market survey 2011: Highways, street lighting and winter maintenance	April 2011
11/21	Localism and Decentralisation Bill: The views of APSE members on the proposed 'Community Right to Challenge'	April 2011
11/22	Charging for school meals	April 2011
11/23	Merchandising in leisure	April 2011
11/24	Scottish Parliamentary Elections – Party Manifesto's	May 2011
11/25	Feed-in Tariffs for small scale low carbon electricity	May 2011
11/26	State of the Market Survey 2011: Local Authority Refuse Services	May 2011
11/27	State of the Market Survey 2011: Local Authority Street Cleansing Services	May 2011
11/28	The renewable Heat Incentive Scheme	June 2011
11/29	E. Coli Update	June 2011
11/30	Going the distance – achieving better value for money in road maintenance' – A report by the Audit Commission	June 2011
11/31	Unfair gym membership contracts	June 2011
11/32	Arm's-Length External Organisations (ALEOs): are you getting it right?	July 2011
11/33	Bribery Act 2010	July 2011
11/34	Service life of surface treatments – ADEPT / RSTA	July 2011
11/35	Future delivery of Public Services in Scotland	July 2011
11/36	Open Public Services White Paper	July 2011
11/37	Green income generation for local authorities	July 2011
11/38	Simpson Review: What services are best delivered where?	August 2011
11/39	Catering state of the market survey 2011	August 2011
11/40	Leisure Trends Analysis	August 2011
11/41	Communities and Local Government Committee: Fourth Report - The future audit and inspection of local authorities and performance management issues	August 2011
11/42	Asbestos Consultation / Carbon Monoxide boiler emissions	August 2011
11/43	Green Cleaning	August 2011
11/44	Response to 'implementing social housing reform: directions to the Social Housing Regulator'	August 2011
11/45	Proposed investigation into market for aggregates	August 2011
11/46	Review of waste policy in England	August 2011
11/47	A waste data strategy for Scotland	August 2011
11/48	The Halal Dilemma	September 2011
11/49	Scotland's public finances – addressing the challenges	September 2011
11/50	The Scottish Government's programme for Scotland 2011/12	September 2011
11/51	State of the Market Survey 2011: Local Authority Cleaning Services	October 2011
11/52	'Community Right to Challenge' policy statement	October 2011
11/53	New Best Value Guidance including 'Duty to Involve'	October 2011
11/54	The Scottish Government's strategic response to the Christie commission report	October 2011
11/56	Scottish spending review 2012/15 and budget 2012/13	October 2011
11/57	The Code of Recommended Practice on Data Transparency	October 2011
11/58	Using performance networks in the new national frameworks across the devolved governments	October 2011
11/59	Waste collections in terraced/back-to-back properties that have open/gated alleyways	October 2011

11/60	Future of Local Public Audits	October 2011
11/61	Scottish Governments Spending Review 2012/15 and Draft budget	November 2011
11/62	APSE and Public authority transport network benchmarking survey – State of the market analysis	November 2011
11/63	Scottish Governments Economic Strategy	November 2011
11/64	Scotland’s recycling performance	December 2011
11/65	Personal protective equipment recent case law	December 2011
11/66	Response to consultation – Draft guidance on councillors’ allowances in Northern Ireland	December 2011
11/67	The Localism Act	December 2011
11/68	Workplaces and social networking: Employment implications	December 2011
11/69	Scottish Government – Local Government Finance Settlement 2012-15	December 2011
11/70	Cost and quality performance in civic, cultural and community venues	December 2011
11/71	Building cleaning: Trend analysis 2010/11	December 2011
11/72	Education Catering: Trend analysis 2010/11	December 2011
11/73	Scottish Government Infrastructure Plan	December 2011
11/74	Potholes Review Progress Report	December 2011
11/75	Reducing costs in the Department for Transport - National Audit Office	December 2011
12/01	Cost and quality performance in refuse collection services	January 2012
12/02	Health and safety in refuse driving operations	January 2012
12/03	Scottish Governments Regeneration Strategy	January 2012
12/04	OFT refers aggregates, cement and ready-mix concrete markets to the Competition Commission	January 2012
12/05	Reducing workforce costs	January 2012
12/06	Powers of local authorities regarding presentation of waste for collection	February 2012
12/07	HAVs exposure monitoring guidance from HSE	February 2012
12/08	Local Authority Allotment Services State of the Market Survey 2012	February 2012
12/09	Scottish Parliament Local Government and Regeneration Committee Inquiry - Public Service Reform	March 2012
12/10	OFT issues guidance on competition law and its application to public bodies	March 2012
12/11	Changes to RIDDOR reporting	March 2012
12/12	State of the Market Survey 2012: Local Authority Street Cleansing Services	March 2012
12/13	APSE response to consultation on the powers of local authorities regarding presentation of waste for collection	March 2012
12/14	Team cleaning	March 2012
12/15	Reduced frequency cleaning	March 2012
12/16	Proposed changes to the EU public procurement framework	March 2012
12/17	The new General Power of Competence conferred by the Localism Act	March 2012
12/18	Advice on potential fuel shortages and contingency plans for frontline services	March 2012

Publications and research

The virtuous green circle: Creating a revolving fund for local authority solar energy, April 2011

Firm foundations: The holistic benefits of house building by stock retained councils - A report by APSE for the Association of Retained Council Housing (ARCH) April 2011

Insourcing update: The value of retaining local authority services in house in an era of budget constraints - A report by APSE for UNISON, June 2011

Proof of delivery? A review of the role of cooperatives and mutuals in local public service provision, August 2011

The new green team: Local government, sustainable energy, jobs and skills - A report by APSE for UNISON, supplied by TUC, October 2011

Powerful impacts: Exploring the economic and social benefits of renewable energy schemes, February 2012

Shared services and collaborative working in a Welsh context: Applying theory to practice, March 2012

The transition to a green economy, The vital role of the ensuring council, March 2012

Articles

Title	Publication	Author	Date
State of the market on refuse and recycling	CIWM magazine	Debbie Johns	April 2011
State of the market on street cleansing	The Surveyor	Debbie Johns	April 2011
Building maintenance comment piece	LABM	Phil Brennan	April 2011
Firm foundations	LABM magazine	APSE / ARCH	June 2011
UNISON focus	Insourcing	Mo Baines /Paul O'Brien	June 2011
Insourcing on the up and up	The MJ	Paul O'Brien Heather Wakefield (UNISON)	June 2011
Revolving fund for investment	LABM	Phil Brennan / Paul O'Brien	July 2011
Councils bringing services back in-house	Public Finance	APSE	July 2011
In with the 'in' crowd	The Guardian	Paul O'Brien	July 2011
Virtue pays	LABM	Phil Brennan	July 2011
Pragmatism is clearly prevailing	Public Finance	Paul O'Brien	July 2011
Show us the proof	The MJ	Mark Bramah	September 2011
Where are the tangible outcomes?	The Guardian	Paul O'Brien	September 2011
Refuse and recycling in an era of cuts	CIWM	Debbie Johns	September 2011
APSE's latest state of the market survey of local authority catering	Cost Sector Catering	Rob Bailey	September 2011
Unleash the Power	Public Finance	Paul O'Brien David Arnold (UNISON)	September 2011
Expanding your Competitive Edge	Civic Energy	Paul O'Brien	October 2011
Performance Management	Horticulture Week	Mo Baines/Debbie Johns	October 2011
What shape will future auditing take?	The MJ	Mark Bramah	November 2011
Streets Ahead in Performance	The Surveyor	Mark Bramah Mo Baines Debbie Johns	November 2011
Powerful Impacts	The Surveyor	Phil Brennan	January 2012
Powerful Impacts on Energy	The MJ	Paul O'Brien	January 2012
Powerful Impacts	Public Finance	Paul O'Brien Neil McInroy (CLES)	February 2012
Powerful Impacts	New Start Magazine	Paul O'Brien Neil McInroy (CLES)	February 2012
Allotments are growing!	Horticulture Week	Debbie Johns	February 2012
Streets ahead in street lighting	The Surveyor	Phil Brennan	February 2012
Feel the Power	The MJ	Paul O'Brien	March 2012
Transition to the Green Economy	The MJ	Paul O'Brien	March 2012
The New Green Deal	LABM	Paul O'Brien/Phil Brennan	March 2012

APSE has a range of regular features and topical articles in the local government press, including the trade specific press.

In particular this includes:

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

CIWM : Chartered Institute of Waste Management

Appendix 8: APSE solutions client list and APSE partners 2011-12

APSE solutions and training associates

Albert Light, Bill Henry, Chris Frake, Dave Henrys, Don Allison, Jacky Edwards, James Johnstone, James Weldon, Jim Kennedy, John Bedwell, John Holden-Ross, Julia Robinson, Julie Pickering, Les Tickner, Lindsay Graham, Margo Blair, Matthew Jackson, Peter Appleton, Peter Connell, Peter Linsell, Peter Moffatt, Philip Lucas, Rodney Cool, Rudy Imhoof, Steve Cirell, Sue Finnigan, Trevor Hawkins

APSE solutions clients

Aquaterra Leisure, ARCH, Barking and Dagenham Council, Barnsley MBC, Bolsover District Council, Braintree District Council, Carlisle City Council, Cheshire West and Chester Council, Chesterfield Council, Colerain Borough Council, Corby Borough Council, Derbyshire County Council, Derbyshire Dales, Doncaster MBC, Dumfries and Galloway Council, East Ayrshire Council, Edinburgh City Council, Flintshire County Council, Hartlepool Council, Lancaster City Council, Larne Borough Council, Luton Borough Council, Greater Manchester Fire and Rescue, Newcastle upon Tyne City Council, North East Lincolnshire Council, Nuneaton and Bedworth Borough Council, Oxford City Council, Preston City Council, Reading Borough Council, Rotherham MBC, School Foods Trust, Scotland Benchmarking, Selby District Council, South Ayrshire Council, South Gloucestershire Council, Stafford Borough Council, Stockport Homes, Tees Active, Trafford Council, Wakefield Council, West Lindsey District Council, Wirral Borough Council, Wolverhampton City Council, Worcester County Council, Wrexham CBC, Wyre Borough Council.

Trade Unions: Barnet/Unison, Brighton NHS/Unison, Derby/Unison, Doncaster/Unison, Fife/Unison, Flintshire/Unison, Newcastle/Unison, Wales/Unison, Hampshire/Unison, London Metropolitan University, South-west/Unison

Partners



Approved partners



Appendix 9: Staff and resources



Councillor James Docherty

National Chair 2011/12

Cllr James Docherty is a South Lanarkshire Councillor and a member of APSE Scotland.



Dougie McMillan

National Secretary 2011/12

Dougie McMillan is the Business Development and support manager with the Housing and Technical Resources Department of South Lanarkshire Council



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 solutions. Andy joined APSE in 1999 as a principal advisor. Andy manages APSE solutions and interim management services.



Jan Kennedy

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



Lindsay Towler

Lindsay is the business and resources manager and has responsibility for the organisations infrastructure and resources. She also maintains the association's quality systems and manages the support services team.



Louise McMillan

Louise is marketing and coordination manager.



Gayle Gibson

Gayle is the senior consultant with APSE solutions



Wai Lee

Wai is finance and management information team leader.



Jenny Hughes

Jenny is marketing and coordination officer.



Emma Nolan

Emma is a performance networks officer.



Mike Egerton

Mike is covering the marketing and coordination officer position during Jenny Hughes' maternity leave.



Cheryl Walker

Cheryl is a performance networks officer.



John Coatman

John is the data computation and analysis officer for performance networks



Davina Rai

Davina is client co-ordination officer with APSE solutions.



Laura McNab

Laura is administrative and finance officer at APSE Scotland.



Keisha Swaby

Keisha is an administrative assistant.



Vicky Starmer

Vicky is an administrative assistant.



Adele Reynolds

Adele is the APSE/De Montfort University research associate working with APSE on a knowledge Transfer Partnership (KTP).



Nicola Carroll

Nicola is APSE's media consultant.

LOCAL SERVICES
LOCAL SOLUTIONS

Association for Public Service Excellence

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

telephone: 0161 772 1810

fax: 0161 772 1811

email: enquiries@apse.org.uk

web: www.apse.org.uk



INVESTOR IN PEOPLE



GB 11409



GB 11132



GB 14074