

**apse**

# annual report 2015



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## Preface

The last year as APSE's National Chair seems to have flown past, however as it draws to a close it gives me a chance to look back and see what I have achieved during my year in office. At last year's AGM I spoke about some key priorities I wanted to focus on, pursuing that organisational aspiration of APSE becoming a louder, more influential voice within the local government sector, enhancing and delivering a research programme built around the core principles of APSE's vision for the future of local government, the Ensuring Council and finally generating the growth in APSE's suite of services to help finance the first two priorities.

The early part of the year was about embedding a new staffing structure to ensure that resources were aligned with the organisational objectives set out in APSE's business plan and what a pleasure it has been to work with many of the staff as I have represented APSE at various events across the UK.

As we are all aware local government faces huge challenges at present and I believe that the work APSE and its staff do is fundamental to helping meet these challenges head on. Efficiency, income generation, innovation and demand management are all approaches that APSE has helped member authorities with, to not only tackle financial austerity, but also overcome the big policy challenges of our time.

More and more local authorities are talking the language of the Ensuring Council and adopting its principles as a debate rages about the future of local government throughout the UK. In Wales it was great to see the WLGA suggest that this was the direction of travel for Welsh local government in its response to the Williams Commission. I think this is one of many examples of APSE becoming that louder, more influential voice.

In terms of research, even by recent standards it's been an incredibly busy year for APSE with major publications on transformation and change, housing need, shaping markets, relationships in partnerships and democracy and governance. APSE's relationship with De Montfort University remains vital to our programme. I also know that there are many exciting projects underway that APSE's National Council have endorsed for the coming year.

I need to formally thank my National Secretary, Martin Nicholls of City and County of Swansea Council for his unstinting support during my year. APSE's National Council have also offered friendship, alongside lots of ideas and advice, in shaping the work that APSE does so well. Their passion for local government ensures that APSE remains focused and in good hands for the long term.

I hope to see as many of you as possible in Swansea, in September, as our annual conference comes to Wales. We have an exciting programme of speakers, debating the key topics facing local government. I want to take this opportunity to wish my successor Councillor Gerry Diver and his National Secretary, Ellen Cavanagh, both of Derry City and Strabane District Council, every success in the next twelve months.

APSE has flourished during the past year and remains ready to provide support, advocacy and facilitate an exchange of knowledge between its member local authorities to face up to the significant challenges ahead for local government. I may be standing down as National Chair but I intend to stay active on APSE's National Council to not only support colleagues but to continue to take advantage of the best network of ideas and information that exists in local government, for my own local authority's benefit.



*Councillor Arwyn Woolcock  
APSE National Chair*



## Foreword

The past few years have seen a great deal of transformation and change in local government, with authorities streamlining services and refocusing resources around key priorities. In APSE we believe in maintaining an appropriate balance between leading and following our membership. This is why the last year has seen a great deal of emphasis in APSE on restructuring our staffing resources and services to align with our memberships needs, not only for today but for the coming years. We have moved to a structure with six integrated business strands all of which are designed to support the achievement of the organisational aspiration to become a louder, more influential voice and provide the growth to achieve this.

In APSE we recognise that the period between now and the end of the decade will remain very challenging for local government and that creativity, innovation and ingenuity will be required to achieve a transition to a sustainable model of local government for the long term. This is why we remain committed to developing a narrative around the Ensuring Council which sets out principles for that journey, that ensure that when you get to the other side, local government is still recognisable as a steward of place, as the champion of local people in tackling major public policy issues and as a provider of vital services that the public rely on for the quality of their everyday life's.



Our research programme, which has received considerable press exposure, continues to provide real insight into major issues affecting local government, the breadth and depth of this has been enhanced via our collaboration with De Montfort University and some of the key think tanks within the sector. APSE's services of performance networks, solutions, training, membership resources and energy, supported by our business resources team, provide the intelligence, information, skills and knowledge to solve many of the difficulties faced.

Much of our work, for and with local authorities' remains focused around what we have called 'the pillars of excellence', efficiency, innovation, income generation and demand management. This remains a key focus of our research, seminars, briefings, consultancy, training and energy work. In particular mainstream local government really seems to have picked up on the concept of municipal entrepreneurship over the past twelve months – something that APSE has been evangelising about for the past three or four years.

APSE remains in a healthy financial situation despite a difficult economic environment within the sector; this is due to a sensible strategy set by its National Council in investing in membership retention and ensuring that subscriptions, fees and charges remain lower than any other comparable body in the sector. APSE remains committed to providing high quality services to our growing membership at affordable rates. Our business plan 2014 -17 sets out a growth strategy of 15 to 20% over the period and it's encouraging to be able to report growth of approximately 10% in the first year, APSE's turnover now sits at £3.4m.

Fundamental to the success of APSE is the continuous development of a top class team of staff and part of our organisational development strategy is to move from the Investors in People (IIP) basic standard, that we have held for over a decade, towards the achievement of Gold status. I am proud to say that we have recently achieved Bronze status.

I would like to thank Councillor Arwyn Woolcock for the hard work he has put in as APSE's National Chair over the past twelve months and for his support, advice and stewardship of the organisation. I commend this annual report to the APSE membership.

A handwritten signature in black ink that reads "Paul O'Brien". The signature is fluid and cursive.

**Paul O'Brien**  
**Chief Executive**



**Above: Delegates pose questions to the speaker panel at this years APSE performance networks seminar**

**Below: Delegates deep in discussion in an APSE street cleansing workshop**



# Section 1: The year in profile

## Continuous austerity

Irrespective of the result of the General Election authorities across the UK were already facing up to the prospect of continuing financial austerity until the end of the decade, the result in May has done nothing to change the expectation of most in local government. Tightening finances remain the over-arching issue for most in the sector. Many have begun to plan for the foreseeable future where significant elements of their budget will be self-generated or come from sources other than direct central government grant. Of course this is much more challenging in areas of deprivation or where the local economy has traditionally been more dependent on the public sector.

## On-going structural reform

Despite the Scottish Independence Referendum, last September, providing a no vote, it only appears to have sped up the pace that the devolution and localism agenda is moving at. With Scotland being given additional devolution powers as part of 'the pledge', the English regions have demanded similar concessions from Westminster. This is emerging through the on-going roll out of combined authorities, with new powers around economic growth, skills, housing and transport. This April saw the eleven new authorities in Northern Ireland take over power from their twenty six predecessor authorities, following a long drawn out reorganisation process. It would appear that Wales is potentially headed towards a similar reorganisation process following the 2016 elections to the Welsh Assembly.

## Democracy and governance

On-going financial challenges combined with structural reform have placed a huge strain on local democracy and governance. Research by APSE during the year found that many non-executive councillors already feel marginalised in terms of their ability to contribute and participate in decision making processes within their own council, it likely that the onset of more strategic regional authorities is only going to exacerbate this problem. The UK already has one of the highest ratios of residents to their elected representatives in Western Europe and there are concerns being raised regarding democratic accountability. With an ever increasing complex web of partnerships, both public and private, being weaved around local government perhaps those who feel disenfranchised could play an effective role in scrutiny and policy development around these arrangements.

## Municipal Entrepreneurship

A recurring theme during the year has been that of commercialism or municipal entrepreneurship with authorities identifying ways where they can raise revenue to support diminishing budgets. This approach has grown significantly in recent years with authorities looking to services to use capacity they have to generate income by selling into new markets. Some authorities have done this by putting activities into arms-length arrangements whilst many have utilised the wide ranging powers available to local authorities in this area to do so directly. Examples range from providing MOT's for members of the public to investing in property or solar parks for a commercial return.

## Social care

The impact on local authority budgets of growing demand for Adult and Children's Social Care and its consequences for other service budgets remains a huge concern for local government. Moves to integrate Health and Social Care budgets through combined authorities, whilst still not fully developed, appear the best solution to avoid the scenario identified in the 'Barnet Graph of Doom' model, which suggests that money for anything other than Adult Care, Children's Services and Waste Disposal will run out by 2022. Demand in this area is increasingly having huge impacts on other local authority services. In APSE we believe that preventative steps taken which impact on health budgets in later years need to be recognised in present funding settlements.

## Housing need

A growing population with a diminishing stock of affordable housing is not a good recipe for public policy. APSE's research in this area in the last year identifies that a minimum of 240,000 new homes a year need to be built just to meet existing demand, with just over 100,000 units being built last year the nation is falling some way short of this. APSE's view is that the only way to reach the number of new starts required is by freeing up local government borrowing rules to allow the building of social housing on a reasonable scale. Other issues include improvements to planning rules and genuine ability to replace units sold under the right to buy on a one to one basis.

## Environmental services

The race continues to replace landfill by recycling and other means of waste disposal, many authorities are looking to maximise recycling rates by source segregation methods, whilst others are focusing on the building of energy from waste plants. Austerity bites ever harder at non statutory services in streetscene and parks with real concerns emerging amongst local government about having to stop certain services all together such as closing parks; emerging evidence suggests that this is likely to be the reality rather than threats given the disproportionate nature of the cuts on these services.

## Municipal energy

APSE has been at the forefront of local government's involvement in renewable energy and energy efficiency schemes for the last six or seven years, helping many councils develop innovative schemes. The launch of APSE Energy last year has given a renewed focus to this work with almost 50 authorities signing up to the collaboration. Some authorities have went a stage further this year by setting up their own energy companies to provide energy directly to the public at discounted rates to help alleviate fuel poverty. This direction of travel is likely to continue in coming years with many other authorities already looking at the possibilities this provides.

## Public health

Local government in England has made use of the powers it received in April 2013 on public health with lots of activity around active lifestyles programmes and joint working with health authorities to expand its reach into preventative measures that can reduce upstream cost to health budgets at a later date. APSE believes that it would be beneficial to the public purse to look at other areas where local government and health can collaborate to share funding to avoid costs in later years

## School meals

APSE remains as secretariat to the all-party parliamentary group on school meals and will continue to lobby for the protection of funding for free school meals for key stage one children and the further expansion of Government funding to all primary age children, following the successful roll-out of universal infant free school meals last September.

## Highways

The state of the nations' roads continues to grab headlines with an invest to save scheme announced by Government during the past year and the Chancellor committing investment for coming years in the recent July budget. Maybe we are now seeing recognition that roads are an asset that you manage rather than a liability you allow to decline.





**Above left: Maria Filipov of Dancing on Ice, presenting the APSE service awards 2014**

**Above right: Mike Bennett, Public Intelligence, addresses the APSE annual seminar in Nottingham**

**Below: Delegates in discussion during a street cleansing workshop at the performance networks seminar**





## Section 2: A focus on APSE in your area

### APSE Scotland

Councillor Jim Docherty and Dougie McMillan from South Lanarkshire Council remain as Chair and Secretary of APSE Scotland.

APSE has continued to have direct engagement with the Scottish Government on matters around school meals and waste management. It also engages with CoSLA, the Improvement Service and Zero Waste Scotland on a regular basis.

A bespoke piece of research around the Future role of elected members in Scottish local government was published during the year and successful fringes were held on the findings of the research at the SNP and Scottish Labour party conferences.

A very successful range of seminars and advisory groups were held during the year, facilitated by the APSE team in our Hamilton office, including the Fleet, Refuse and Parks seminar held in Aviemore, in May and the Building, Housing and Renewables conference held at Dunblane, in February.

### APSE Northern Ireland

Councillor Thomas Kerrigan and Rachelle Craig of Strabane District Council continued as Chair and Secretary of APSE Northern Ireland.

The main emphasis of the year was on the preparations for local government reorganisation which took place at the end of the financial year with the former twenty six district councils being amalgamated into eleven new ones. Events held during the year focused on the transition to the new authorities, alongside new responsibilities on community planning and performance reporting.

APSE Northern Ireland continues to develop strong partnerships with organisations such as NILGA and the Local Government Staff Commission.

APSE's Chief Executive continued to Chair the Local Government Reform Joint Forum overseeing negotiations between employers and staff representatives until it was disbanded by Minister when the reorganisation process was completed.

### APSE South and South West

The role of Chair for APSE South and South West 2014/15 was held by Councillor Van Coulter of Oxford City Council with the role of Secretary being undertaken by Rachel North of Tewkesbury Borough Council.

The renaissance of APSE South and South West continues with a whole programme of advisory groups and seminars taking place across the region for the first time, this resulted in twelve new authorities signing up to APSE membership during the year. There are plans in place to continue the expansion of activity and increase the resource that APSE commits to the area from our Oxford office.

### APSE Northern

The Chair of APSE Northern Region is Councillor John Kerr-Brown of Warrington Borough Council and the Secretary is John Coates from North Lincolnshire Council.

APSE Northern ran a full programme of events, forums and seminars during the year across all areas of the region to help facilitate a dialogue between member authorities on key issues affecting local government.

The region also commissioned a key piece of research from De Montfort University which examines the workforce role in the Ensuring Council model which will use Lancaster City Council as the primary case study alongside other Northern authorities.

### APSE Central

Councillor Leon Unczur of Nottingham City Council completed his year as National Chair of APSE at the annual conference which was held in his home City of Nottingham last September. He remained as Central Region Chair until his retirement from local government in the lead up to this May's local election. A stalwart of APSE over the years, he will be sorely missed by many in local government.

The region held a successful programme of events during the year.

## APSE Wales

Councillor Alex Aldridge and Karen Armstrong both of Flintshire County Council held the role of Chair and Secretary of APSE Wales during 2014/15 with Councillor Arwyn Woolcock of Neath Port Talbot County Borough Council and Martin Nicholls of City and County of Swansea Council stepping up to become APSE's National Chair and Secretary during the year.

The findings of the Williams Commission and the spectre of local government reorganisation has hung over Welsh local government for the past year and it appears this will continue for the foreseeable future, given recent Ministerial announcements.

APSE's seminars and events have focused on this alongside some more service specific issues at advisory groups. APSE Wales has recently commissioned De Montfort University to examine alternative options that may exist to the reorganisation of the local government sector.

**Below: Cllr Leon Unczur presents a gift from APSE to The Lord Mayor of Nottingham , Councillor Ian Malcolm**



## Section 3: Organisation and services

### Research

APSE's National Council decision to place research at the very heart of its 2014-17 business plan resulted in a surge in research publications and commissions during the last year. Our partnership with De Montfort University has ensured that we continue to focus the research programme around the principles of the Ensuring Council as we develop APSE's response to the debate on the future of local government further.

'Local Water – The challenge and prize for the ensuring council as a steward of water', a research publication by Infranglis was published in July 2014. 'Ensuring Change: Building capacity in local government', from Public Intelligence was launched by APSE at the annual seminar last September, as was 'Ensuring collaboration: future of strategic partnerships', which De Montfort University delivered for APSE.

October saw the launch of 'Better business: Councils shaping markets for better public value', a report which APSE commissioned from New Local Government Network. Two reports on democracy and governance were published by APSE in November the first 'Two Tribes? Exploring the future role of elected members' and the second 'The Future Role of Elected Members in Scotland', both of these reports were delivered by De Montfort University, the former in partnership with Cardiff University and the latter with Edinburgh University.

'Housing the nation: Ensuring councils can deliver more and better homes', delivered for APSE by the Town and County Planning Association was launched in June. Further publications on public health and waste are imminent, with work on alternatives to local government reorganisation and the workforce elements of the Ensuring Council on-going.

Major publications on renewable energy; nudge, budge, reduce; and performance and transformation have already been commissioned by APSE and are underway with National Council also agreeing a full programme of research activity for the coming year.

APSE are also involved in a two year research study on 'Governance under austerity', with eight Universities from around the world.

The volume of research completed and underway demonstrates APSE's commitment to becoming a louder more influential voice within the sector and beyond.

A list of APSE's research is shown at Appendix 7.

### APSE in the Media

APSE continues to have a strong voice in the sector journals with the Chief Executives column regularly appearing in the MJ and the LGC recognising the Chief Executive as one of the hundred most influential voices in local government. APSE also has regular features in the local government trade press including Public Finance, Horticulture Week, the Surveyor and Cost Sector Catering.

APSE achieved coverage in several national newspapers including the Guardian, Financial Times, Daily Record, The Times and Daily Express.

APSE also launched new social media platforms during the year on Twitter and LinkedIn to supplement previous activity via the Chief Executive's blog, LinkedIn and Twitter accounts. APSE sees this as a key way of spreading its values and messages amongst the wider local government and policy community.



## Direct News

APSE's bi-monthly magazine Direct News continues to be published as a print and online resource for members, sharing best practice case studies, innovation and new legislation information for members. Direct News is a valuable resource for disseminating information to the APSE membership. The publication continues to attract written features from national and local politicians, APSE's legal partners and from across APSE's membership showcasing best practice.

APSE's partnership with Spacehouse Ltd has allowed APSE to attract significant advertising income to offset some of the print and production costs of Direct News.

## Seminars and awards

APSE continues to hold a full programme of events focused around strategic policy matters and service specific interests which are important to those who are responsible for the services local government provides. These include awards for apprentices and those who are achieving exceptional performance in service delivery.

APSE remains the number one networking organisation for service delivery in local government, with almost 3,000 delegates attending our 36 seminars with a 91.7% high customer satisfaction rating.

APSE's annual seminar '**The Ensuring Council: Transforming the frontline**' was held at the **Capital FM National Ice Arena Nottingham** in September with over 250 delegates, visitors and guests attending and debating a range of highly topical issues for frontline services in local government. APSE's annual service awards were held on the last evening of the conference with over 550 people attending to hear Maria Filippov of Dancing on Ice fame present the APSE service awards for 2014. The annual service awards dinner is a charity event raising funds for APSE's adopted corporate charity Parkinsons UK.

The full programme of seminars and events is shown at Appendix 5.

## Advisory groups and strategic forums

APSE's range of national and regional advisory groups meet on a quarterly basis and provide unique networking groups for officers and elected members from across APSE's membership, some 67 took place during the year. The advisory groups provide the framework for members to both share and learn from new projects and initiatives, best practice from member authorities, innovations from suppliers and changes in policy and legislation impacting on service delivery in local government.

Below: GMTV's Pete Cohen gives a motivational presentation at the APSE annual seminar





Above: Delegates keeping in touch with local authority suppliers at the APSE annual seminar exhibition

National advisory groups take place in Manchester but there are also area based advisory groups in Scotland, Wales and the South and South West. In Northern Ireland themed meetings perform a similar function to the advisory groups.

APSE also operates a number of strategic forums covering environment and sustainability, healthy communities, citizen engagement, asset management, service transformation, neighbourhoods and localism, and welfare reform which provide an opportunity for elected members and senior officers in local government to come together to discuss key strategic and cross cutting issues impacting on local government. The strategic forums also provide a useful mechanisms to engage with council leaders and senior managers and national politicians during the discourse of political party events. APSE participated in eleven events at party political conferences during the year.

APSE's advisory groups and strategic forums were attended by over 1250 councillors, officers and trade union representatives in 2014/15.

A list of the chairs and secretaries of the advisory groups and strategic forums is shown at Appendix 4.

### Website, briefings and network query service

APSE's website continues to prove increasingly popular with the membership. In the near future the website will also incorporate a seamless event booking module for advisory groups, seminars and events and training services.

The website provides an access point to APSE's briefing services which in 2014 issued 53 briefings. The briefings provide support to members on operational, policy and legislative matters. The website also hosts details about APSE training courses, APSE solutions services including consultancy and interim management support and hosts the members only web portal for APSE performance networks. The website also hosts the APSE energy portal.

APSE's confidential network query service remains a key point of support to members looking for technical information on frontline service delivery matters and issues of policy. In 2014, 255 such queries were issued to APSE members providing both snapshot responses and more detailed survey responses to local councils, saving hundreds of hours of time for APSE members, through providing a quick and responsive means to trawl intelligence between different local authorities. In a similar way APSE's regular 'state of the market' surveys across the differing frontline services have provided an invaluable reference point for frontline service development in local government.

APSE regularly communicates with a network in excess of 26,000 people an increase of over 70% in the last five years.

A list of all briefings is shown at Appendix 7. The APSE website address is [www.apse.org.uk](http://www.apse.org.uk).

## **APSE performance networks**

APSE performance networks membership remained solid with around 180 authorities in membership and participation continuing to grow across the fifteen different service areas.

New developments during the year included a pilot on a land audit management system (LAMS), which looked at bi-monthly data collection for 8 authorities on the cleanliness of green spaces and/or streets through inspections. An environmental health pilot was also run with 22 authorities participating. Quarterly benchmarking for building maintenance is now in place.

New reports were also launched called 'performance at a glance' which includes a red/amber/green dashboard of indicators on whether the authority are above, below or around average as well as the direction of travel compared to the previous year.

The Local Government Act (Northern Ireland) 2014 introduced new duties for the new local authorities to collect performance information and to benchmark. APSE held a seminar in Lisburn in January to promote the new duties and how performance networks can assist councils in delivering these new requirements

APSE's performance networks seminar and awards was once again held in Blackpool last December with over 300 people participating in the event and awards evening.

## **APSE training**

APSE's training arm provides a wide range of management, supervisory skills, health and safety, elected member development and master class courses for its member authorities. In 2014/15 APSE training continued to grow with over a 1300 officers and elected members attending training events.

APSE training has positively encouraged APSE member authorities to consider hosting courses to save both on the cost of training and provide training right across the UK in different geographic locations. This remains a popular and effective choice for members. APSE training has also developed a range of courses with partners and associates and is part of numerous procurement frameworks reflecting its well-regarded and professional training status. APSE training regularly develops new courses and master-classes to respond to emerging themes and issues in local government across the UK.

A list of APSE training courses is shown at Appendix 5.

## **APSE solutions**

APSE solutions service continues to grow as an ethical consultancy and interim management service provided to both APSE's member local authorities and other councils.

Work has come from across the UK with around 60 separate major pieces of work being carried out for clients. The South and South West region was an area of significant growth this year. APSE continues to provide support across a range of frontline services with reviews and management support.

APSE solutions continued to adapt and develop innovative approaches to service delivery. The use of tools and techniques from Blue Ocean strategy, along with incites from nudge theory, helped clients to rethink services in order to continue to deliver social policy outcomes in the current challenging financial climate. These approaches also feed into thinking around income generation as they are heavily focussed on demand and the creation of customer utility.

A number of authorities have established targets for external income generation that require the development of commercial strategies and an entrepreneurial culture. APSE has been providing trading and charging support and expertise to its member authorities for well over a decade. This experience means that APSE solutions is well placed to assist the ever increasing number of Councils now putting income generation at the core of their strategy for dealing with the cuts. APSE solutions continues to work with numerous authorities on issues relating to the development of commercial strategies.

## **APSE energy**

APSE energy was officially launched at the House of Commons by the Secretary of State for Energy and Climate Change, Rt. Hon Edward Davey M.P. last June, with over 60 people present and has grown to over 40 authorities in membership in its first full year. Other launch events took place in Edinburgh in November and Cardiff in December.

APSE energy has built links with a whole range of organisations including the Parliamentary Renewable and Sustainable Energy Group (PRASEG), the Town and Country Planning Association, Climate U.K/CLASP, the Renewable Energy Association (REA), the Department of Energy and Climate Change (DECC), Community Energy Unit & Heat Networks Delivery Unit, the University of Southampton, the Durham Energy Institute, Gen Community/British Gas Solar, Our Power – 9 Housing Associations in Scotland and England proposing to set up a full electricity supply licence platform for local authorities, HA's and community organisations and OVO Communities (part of OVO Energy)

APSE energy has met with the Shadow Secretary of State for Energy and Climate Change, Rt. Hon. Caroline Flint M.P. at Westminster and with the Director of the Energy Efficiency Deployment Office at DECC. Other meetings have been held with both Scottish and Welsh Government civil servants.

APSE energy has a consultancy arm which has provided support on a range of projects including wind feasibility; supporting Solar PV programmes; biomass boilers and supply chains; assisting with local authority energy strategies and leading discussions with commercial solar developers on behalf of a number of local authorities on a joint venture for ground mount solar pv projects.

Over the past year APSE energy has issued 24 member briefings, 2 newsletters and 4 policy/technical briefings. APSE energy also published a research paper by Southampton University on local authorities and the energy retail market.

APSE energy has run 20 events including the 'Big Energy Summit' supported by British Solar Renewables, Community Heat and Power and Brooks Development.

A list of APSE energy members and events is shown at Appendix 2.

## Staffing

A restructure was implemented in June 2014 following approval from APSE's National Council. This restructure facilitated the aspirations of APSE's new business plan and allowed the congruence of the organisational objectives and the skilled individuals required to deliver them. The restructure resulted in the creation of six new Heads of Service roles, increasing APSE's capacity to pursue its overarching aim of being a 'Louder More Influential Voice' within the Local Government Sector.

Andy Mudd was appointed into the role of Head of APSE Solutions and has taken the lead on growing APSE's consultancy and interim management offering. Mo Baines, Head of Communication and Coordination has played a key role in the aspiration of the 'louder more influential voice' pursuit, along with coordinating the activities of APSE's membership resources. Debbie Johns is now the Head of Performance Networks and is developing a strategic vision for the performance networks service as well as the operational management of the performance networks team. Jan Kennedy, Head of APSE Training, manages the pool of associate trainers and has developed and grown the scope and variety of training courses. Lindsay Towler, Head of APSE's Business Resources, manages the support services team and organisational infrastructure, along with leading on organisational development. Mark Bramah, Director of APSE Energy has embedded and grown APSE's newest service area.

All the new role holders have made a fundamental contribution to the achievements in the 2014-15 year. APSE continues, through organisational development, to have a skilled, flexible and fit for purpose staffing complement which is subject to continuous training and development.

During the year other staffing changes took place including the departure of: Emma Nolan, Performance Networks Officer; James Pearson, Senior Consultant; Daniel Thorpe, Administrative Assistant and Mike Young, IT and Research Officer. This provided opportunities for new members of staff to join the team. Following successful recruitment processes APSE welcomed: Andy Derbyshire, Performance Networks Officer; Rebecca Monaghan, Data Processing and Analysis Officer; Adam Payne, IT and Research Officer and Wayne Priestley, Principal Advisor. All of the new team members have settled in and are making significant contributions to APSE's business objectives.

The organisation continues to receive recognition for the investment it places in its staff. APSE was awarded the Bronze accreditation in March 2015 and continues to further progress within the Investors in People framework with the aspiration of Gold.

## Section 4: Finances

### Income and Expenditure Account for the year ended 31 March 2015

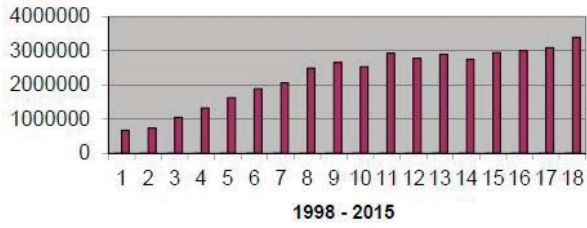
| Income                                    | Note | APSE<br>£          | APSE<br>Energy<br>£ | APSE<br>Solutions<br>£ | APSE<br>Training<br>£ | Performance<br>Networks<br>£ | Total<br>2015<br>£ | Total<br>2014<br>£ |
|---|------|--------------------|---------------------|------------------------|-----------------------|------------------------------|--------------------|--------------------|
| National membership fees                  |      | 574,654            | 76,033              | -                      | -                     | 710,555                      | 1,361,242          | 1,259,596          |
| Approved partners                         |      | 25,741             | -                   | -                      | -                     | -                            | 25,741             | 28,100             |
| Seminar income                            |      | 395,964            | 28,634              | -                      | -                     | 61,319                       | 485,917            | 452,595            |
| Consultancy and training income           |      | -                  | 105,472             | 1,129,471              | 183,076               | 2,250                        | 1,420,269          | 1,257,698          |
| Special projects income                   |      | 31,000             | -                   | -                      | -                     | -                            | 31,000             | 26,569             |
| Publication sales                         |      | 29,433             | -                   | -                      | -                     | -                            | 29,433             | 27,377             |
| Miscellaneous income                      |      | 18,085             | 108                 | -                      | -                     | -                            | 18,193             | 22,897             |
| Bank interest                             |      | 19,465             | -                   | -                      | -                     | -                            | 19,465             | 18,005             |
| <b>Total income</b>                       |      | <b>1,094,342</b>   | <b>210,247</b>      | <b>1,129,471</b>       | <b>183,076</b>        | <b>774,124</b>               | <b>3,391,260</b>   | <b>3,092,837</b>   |
| <b>Expenses</b>                           |      |                    |                     |                        |                       |                              |                    |                    |
| Establishment                             |      | 576,706            | 110,941             | 173,352                | 106,330               | 349,417                      | 1,316,746          | 1,194,560          |
| Associates                                |      | 3,173              | 102,432             | 848,560                | 48,001                | 24,119                       | 1,026,285          | 911,986            |
| Seminar costs                             |      | 253,211            | 19,782              | 2,762                  | -                     | 101,317                      | 377,072            | 334,761            |
| Meetings                                  |      | 27,100             | 7,620               | 300                    | 8,672                 | 2,133                        | 45,825             | 35,001             |
| Fringe meetings                           |      | 10,082             | -                   | -                      | -                     | -                            | 10,082             | 9,074              |
| Premises costs                            |      | 34,127             | 6,159               | 9,239                  | 6,065                 | 25,477                       | 81,067             | 80,892             |
| Office costs                              |      | 57,492             | 1,328               | 2,608                  | 1,634                 | 30,621                       | 93,683             | 111,945            |
| Printing and photocopying                 |      | 115,794            | 280                 | -                      | 544                   | 63,327                       | 179,945            | 144,986            |
| Professional fees                         |      | 15,250             | -                   | -                      | -                     | 79,911                       | 95,161             | 101,298            |
| Promotional/advertising                   |      | 32,378             | -                   | -                      | 346                   | 288                          | 33,012             | 27,108             |
| Bad debts                                 |      | 14,524             | -                   | 2,800                  | 1,831                 | 13,247                       | 32,402             | 16,605             |
| Depreciation                              |      | 21,690             | -                   | -                      | -                     | 10,000                       | 31,690             | 19,417             |
| Miscellaneous                             |      | 4,915              | 239                 | 62                     | 56                    | 24                           | 5,296              | 9,990              |
| Development and special projects          |      | -                  | -                   | -                      | -                     | -                            | -                  | 47,192             |
| Membership retention                      | 4    | 92,607             | -                   | -                      | -                     | -                            | 92,607             | 74,892             |
| <b>Total expenses</b>                     |      | <b>1,259,049</b>   | <b>248,781</b>      | <b>1,039,683</b>       | <b>173,479</b>        | <b>699,881</b>               | <b>3,420,873</b>   | <b>3,119,707</b>   |
| <b>Net surplus/(deficit) for the year</b> |      | <b>(£ 164,707)</b> | <b>(£ 38,534)</b>   | <b>£ 89,788</b>        | <b>£ 9,597</b>        | <b>£ 74,243</b>              | <b>(£ 29,613)</b>  | <b>(£ 26,870)</b>  |

### Balance Sheet as at 31 March 2015

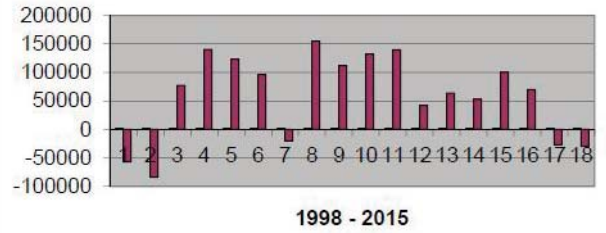
|   | Note | 2015<br>£          | 2014<br>£          |
|---|------|--------------------|--------------------|
| <b>Fixed assets</b>   |      |                    |                    |
| Tangible assets   | 5    | 58,055             | 49,100             |
| <b>Current assets</b>   |      |                    |                    |
| Debtors   | 6    | 577,309            | 656,460            |
| Current asset investments                                       | 7    | 1,018,896          | 1,000,000          |
| Cash at bank and in hand  |      | 341,612            | 265,559            |
|   |      | <u>1,937,817</u>   | <u>1,922,019</u>   |
| <b>Creditors: amounts falling<br/>due in less than one year</b> | 8    | (505,188)          | (450,822)          |
| <b>Net current assets</b>                                       |      | <u>1,432,629</u>   | <u>1,471,197</u>   |
| <b>Total assets less current liabilities</b>                    |      | <u>£ 1,490,684</u> | <u>£ 1,520,297</u> |
| <b>Reserves</b>   |      |                    |                    |
| General reserves  | 9    | 1,490,684          | 1,520,297          |
| Membership retention fund                                       |      | -                  | -                  |
|   |      | <u>£ 1,490,684</u> | <u>£ 1,520,297</u> |



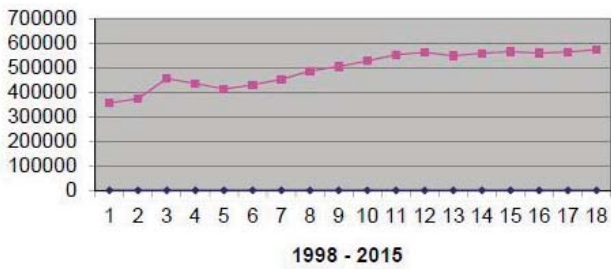
**Turnover**



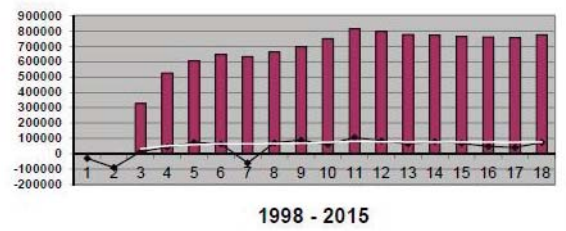
**Surplus / (Deficit)**



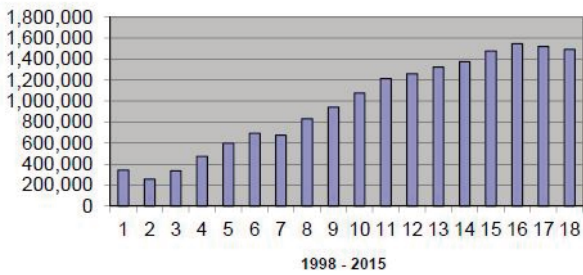
**Subscriptions**



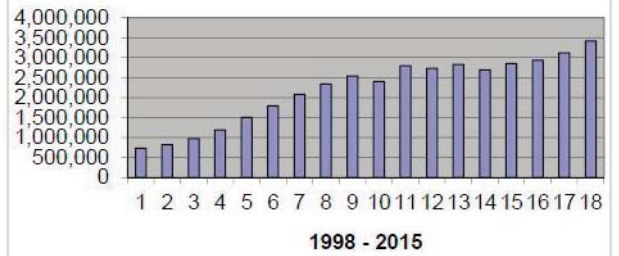
**APSE performance networks**



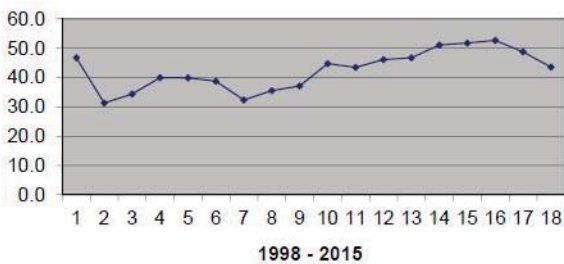
**Reserves**



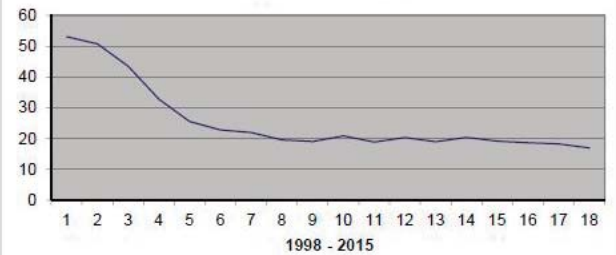
**Expenditure**



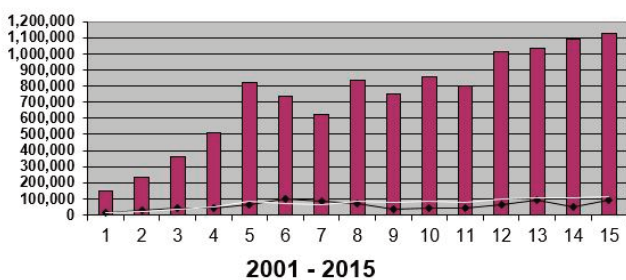
**Reserves as % of expenditure**



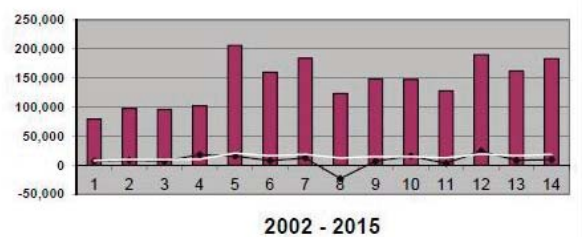
**Subscriptions as % of turnover**



**APSE solutions**



**APSE training**



# Appendices



Above: VIP drinks reception at the APSE performance networks seminar, held by Cllr Arwyn Woolcock

Below: Outgoing National Chair Cllr Leon Unczur of Nottingham City Council, hands over to Incoming National Chair Cllr Arwyn Woolcock of Neath Port Talbot County Borough Council



# Appendix 1: APSE members 2014/15

## Approved Partners: 11

Arena4Finance, CMS Window Systems, Colas Ltd, DAF Trucks Limited, IQSS, Nu-Phalt Contracting Ltd, Scotshield Ltd, SGM UK Ltd, Walker Morris, Websapx Limited, Zoeller Waste Systems Limited

## Associate: 14

Aspire Housing, Glasgow Housing Association, GMB, Keep Britain Tidy (formerly ENCAMS), LGIU, Local Govt Staff Commission for NI, Neath Port Talbot Homes, NILGA, NIPSA, Northern Ireland Housing Executive, Rossendale Leisure Trust, UNISON, UNITE (AMICUS & TGWU), Vision Redbridge Culture & Leisure

## APSE Central: 35

Ashfield District Council, Birmingham City Council, Bolsover District Council, Broxtowe Borough Council, Chesterfield Borough Council, Corby Borough Council Derby City Council, Derbyshire County Council, Dudley Metropolitan Borough Council, Gedling Borough Council, High Peak Borough Council, Kettering Borough Council, Leicester City Council, Lichfield District Council, Mansfield District Council, Newcastle under Lyme Borough Council, Northamptonshire County Council, North East Derbyshire District Council, NW Leicestershire DC, Nottingham City Council, Nottinghamshire County Council, Nuneaton & Bedworth Borough Council, Rugby Borough Council, Shropshire Council, South Derbyshire DC, South Northamptonshire Council, South Staffordshire Council, Stafford Borough Council, Staffordshire County Council, Stoke-on-Trent City Council, Telford & Wrekin Council, Walsall Metropolitan Borough Council, Warwick District Council, Warwickshire County Council, Wolverhampton City Council

## APSE Northern: 57

Barnsley Metropolitan Borough Council, Blackburn with Darwen Borough Council, Blackpool Council, Bolton Council, City of Bradford Metropolitan District Council, Calderdale Council, Cheshire East Council, Cheshire West and Chester Council, City of Lincoln Council, City of York Council, 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, 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, Northumberland Council, North East Lincolnshire Council, North Lincolnshire Council, North Tyneside Council, Oldham Metropolitan Borough Council, Preston City Council, Redcar & Cleveland Borough Council, Rochdale Metropolitan Borough Council, Rotherham Metropolitan Borough Council, Salford City Council, Sefton Council, Selby District Council, Sheffield City Council, South Tyneside Metropolitan Borough 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, Wirral Council, Wyre Borough Council

## APSE Northern Ireland: 18

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, Fermanagh 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: 34

Aberdeen City Council, Aberdeenshire Council, Angus Council, Argyll & Bute Council, Clackmannanshire Council, Dumfries & Galloway Council, Dundee City Council, East Ayrshire Council, East Dunbartonshire Council, East Lothian Council, East Renfrewshire Council, Edinburgh City Council, Falkirk Council Fife Council, Glasgow City Council, Highland Council, Inverclyde Council, Midlothian Council, North Ayrshire Council, North Lanarkshire Council, Orkney Islands Council, Perth & Kinross Council, Renfrewshire Council, Scotland Excel (formerly Authorities Buying Consortium), Scottish Borders Council, Scottish Fire & Rescue Service, Shetland Islands Council, South Ayrshire Council, South Lanarkshire Council, Stirling Council, Tayside Contracts, West Dunbartonshire Council, West Lothian Council, Western Isles Council

## APSE South and South

### West: 57

Adur District Council, Bath & North East Somerset Council, Bedford Borough

Council, Buckinghamshire County Council, Brighton & Hove Council, Bristol City Council, Cambridge City Council, London Borough of Camden, Chelmsford City Council, Cheltenham Borough Council, Cherwell District Council, City of London Corporation, Cornwall Council, Cotswold District Council, Dorset County Council, Eastleigh Borough Council, East Hertsfordshire District Council, Enfield Council, Exeter City Council, Gloucestershire CC, Greenwich Council, Guildford Borough Council, London Borough of Barking & Dagenham, London Borough of Hackney, Harrow Council, London Borough of Havering, Hertsmere Borough Council, Ipswich Borough Council, Luton Borough Council, Maidstone Borough Council, Merton Council, Milton Keynes Borough Council, Norse Commercial Services, Oxford City Council, Peterborough City Council, Plymouth City Council, Portsmouth City Council, Reading Borough Council, LB of Richmond upon Thames, Sevenoaks District Council, Slough Borough Council, Southampton City Council, Southend Borough Council, South Gloucestershire Council, South Norfolk Council, Stevenage Borough Council, Stroud District Council, Swindon Borough Council, Tendring District Council, Tewkesbury Borough Council, Thanet District Council, Thurrock Council, London Borough of Tower Hamlets, Vale of White and South Oxfordshire District Councils, Winchester City Council, Wokingham Borough Council, Worthing Borough Council

## APSE Wales: 20

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, 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

## Total: 246 members

# Appendix 2: APSE performance networks members 2014/15

## APSE Central: 31

A1 Housing Bassetlaw Ltd, Ashfield District Council, Aspire Housing Ltd, Birmingham City Council, Bolsover District Council, Broxtowe Borough Council, Cannock Chase Council, Chesterfield Borough Council, Corby Borough Council, Derbyshire County Council, Dudley Metropolitan Borough Council, Gedling Borough Council, High Peak Borough Council, Kettering Borough Council, Leicester City Council, Lichfield District Council, Mansfield District Council, Newcastle-Under-Lyme Borough Council, North East Derbyshire District Council, North West Leicestershire District Council, Nottingham City Council, Nottinghamshire County Council, South Derbyshire District Council, South Staffordshire Council, Stafford Borough Council, Staffordshire County Council, Stoke-on-Trent City Council, Telford & Wrekin Council, Walsall Metropolitan Borough Council, Warwickshire County Council, Wolverhampton City Council

## APSE Northern: 57

Barnsley Metropolitan Borough Council, Blackburn with Darwen Borough Council, Blackpool Council, Bolton Metropolitan Borough Council, Bradford Metropolitan District Council, Burnley Borough Council, Calderdale Metropolitan Borough Council, Cheshire East Council, Cheshire West and Chester Council, City of Lincoln Council, City of York Council, Copeland Borough Council, Darlington Borough Council, Doncaster Metropolitan Borough Council, Douglas Borough Council, Durham County 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, 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 Council, 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, Sefton Metropolitan Borough Council, Sheffield City 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, Wirral Metropolitan Borough Council, Wyre Borough Council, Wythenshawe Community Housing Group

## APSE Northern Ireland: 4

Armagh City and District Council, Belfast City Council, Department for Regional Development Roads Service, Larne Borough Council

## APSE Scotland: 34

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, North Ayrshire Council, North Lanarkshire Council, Orkney Islands Council, Perth & Kinross Council, Renfrewshire Council, River Clyde Homes, Scottish Borders Council, Shetland Islands Council, South Ayrshire Council, South Lanarkshire Council, Stirling Council, Tayside Contracts, West Dunbartonshire Council, West Lothian Council, Western Isles Council

## APSE South and South West: 32

1610 Limited, Bedford Borough Council, Bristol City Council, Chelmsford City Council, Cheltenham Borough Council, City of London, Cornwall Council, Cotswold District Council, Crawley Borough Council, Dorset County Council, Eastleigh Borough Council, Enfield London Borough, Gosport Borough Council, Guildford Borough Council, Hackney London Borough, Ipswich Borough Council, London Borough of Havering, London Borough of Redbridge, London Borough of Richmond upon Thames, London Borough of Tower Hamlets, Mendip District Council, Oxford City Council, Plymouth City Council, Slough Borough Council, South Gloucestershire Council, Stevenage Borough Council, Swindon Borough Council, Tendring District Council, Thurrock Council, Transport for London, Waveney District Council, Wokingham Borough Council

## APSE Wales: 22

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, Neath Port Talbot Homes, Pembrokeshire County Council, Powys County Council, Rhondda Cynon Taf County BC, Swansea City & County, Torfaen County Borough Council, Vale of Glamorgan County BC, Wrexham County Borough Council

## Total: 180 members

## APSE energy members 2014/15

Aberdeen City Council, Barnsley Metropolitan Borough Council, Bradford Metropolitan District Council, Bridgend Council, Buckinghamshire County Council, Cardiff City Council, Cumbria County Council, Darlington Borough Council, Derbyshire County Council, Doncaster Council, Dudley Metropolitan Borough Council, East Dunbartonshire Council, East Riding of Yorkshire, Edinburgh City Council,

Flintshire County Council, Gedling Borough Council, Gloucestershire County Council, Guildford Borough Council, Knowsley Metropolitan Borough Council, Lancaster City Council, Middlesbrough Borough Council, Midlothian Council, Newcastle City Council, North Ayrshire Council, Nottingham City Council, Nottinghamshire County Council, Northumberland County Council, Oxford City Council, Peterborough City

Council, Portsmouth City Council, Preston City Council, Reading County Council, Sefton Metropolitan Borough Council, Selby District Council, Southampton City Council, South Lanarkshire Council, Stevenage Borough Council, Stockton-On-Tees Borough Council, Swansea City and County Council, Wakefield Metropolitan Council, Warwickshire County Council, Wolverhampton City Council, York City Council

# Appendix 3: APSE National council members 2014/15

**Current National Chair:** Cllr Arwyn Woolcock, Neath Port Talbot County Borough Council

**Current National Secretary:** Martin Nicholls, City and County of Swansea

**Past National Chair:** Cllr Leon Unczur, Nottingham City Council

**Past National Secretary:** Alistair Merrick, Wolverhampton City Council

**Prospective National Chair:**

**Prospective National Secretary:**

## APSE Central

**Chair:** Cllr Leon Unczur, Nottingham City Council

**Secretary:** Vacant

**Vice chair:** Cllr Elias Mattu, Wolverhampton City Council

**Additional members:**

Cllr John Clarke - Gedling Borough Council

Cllr Mark Pengelly - Corby Borough Council

Cllr Robin Brown - Northamptonshire County Council

Caroline McKenzie - Gedling Borough Council

## APSE Northern

**Chair:** Cllr John Kerr-Brown, Warrington Council

**Secretary:** John Coates, North Lincolnshire Council

**Additional members:**

Cllr Lynn Pallister, Redcar and Cleveland Council

Cllr Sonja Crisp, City of York Council

Anita Brown, Stockton on Tees Council

Adrian Phillips, Preston City Council

Terry Collins, Durham County Council

Cllr Eddie Tomlinson, Durham CC

## APSE Northern Ireland

**Chair:** Cllr Thomas Kerrigan, Strabane Council

**Secretary:** Rachele Craig, Strabane Council

**Vice Chair:** Cllr Gerry Diver, Derry City Council

**Additional members:**

Cllr Hubert Nicholl, Ballymena Borough Council

Cllr Laura Devlin, Down District Council

## APSE Scotland

**Chair:** Cllr Jim Docherty, South Lanarkshire Council

**Secretary:** Dougie McMillan, South Lanarkshire Council

**Vice chair:** Cllr Frank Anderson, West Lothian Council

**Additional members:**

Paul Jukes, North Lanarkshire Council

Elaine Melrose, The Wheatley Group

## APSE South and South West

**Chair:** Cllr Van Coulter, Oxford City Council

**Secretary:** Rachel North, Tewkesbury Borough Council

**Vice Chair:** Cllr Phillip O'Dell, London Borough of Harrow

**Additional members:**

Cllr Simon Letts Southampton City Council

John Harrison, Peterborough City Council

## APSE Wales

**Chair:** Cllr Alex Aldridge, Flintshire County Council

**Secretary:** Karen Armstrong, Flintshire County Council

**Vice Chair:** Cllr Clive Lloyd, City and County of Swansea

**Additional members:**

Cllr Arwyn Woolcock, Neath Port Talbot CBC

Martin Nicholls, City and County of Swansea

Cllr Bob Derbyshire, Cardiff City Council

Tara King, Cardiff City Council

## Associate members:

Mags Lightbody: NI Housing Executive

Fiona Farmer: Unite the Union

Brian Campfield: NIPSA

Heather Wakefield: UNISON

Adrian Kerr: LGSC

Brian Strutton: GMB

Alan Waters: LGIU

# Appendix 4: Advisory group and strategic forum chairs 2014/15

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## Advisory groups

### **Building Cleaning**

Chair - Cllr Del Arnall, Knowsley Metropolitan Borough Council

### **Catering**

Chair - Cllr Joe Lowe, Scottish Fire Authority

### **Housing, Construction and Building Maintenance**

Chair - Cllr Laura Devlin, Down District Council

### **Parks, Horticulture and Grounds Maintenance**

Chair - Alderman Hubert Nicholl, Ballymena Borough Council

### **Renewables and Climate Change**

Chair - Cllr Robert Boswell, Preston City Council

### **Roads Highways and Street Lighting**

Chair - Cllr Frank Anderson, West Lothian Council

### **Service Improvement and Performance Management**

Chair - Cllr Thomas Lunny, North Lanarkshire Council

### **Service Delivery Models**

Chair - Cllr Patrick McAuley of Stockport Council

### **Sports and Leisure Management**

Chair - Cllr David Trimble, Nottingham City Council

### **Vehicle Maintenance and Transport**

Chair - Cllr Steve Pearce, Bristol City Council

### **Waste Management, Refuse Collection and Street Cleansing**

Chair - Symon Fraser, East Riding of Yorkshire Council

## Strategic forums

### **Environment and Sustainability Strategic Forum**

Chair: Cllr Van Coulter, Oxford City Council

### **Healthy Communities Strategic Forum**

Chair: Cllr Robin Brown, Northamptonshire Council

### **Citizen Engagement Strategic Forum**

Chair: Cllr John Kerr-Brown, Warrington Borough Council

### **Property, Asset Management and Regeneration Strategic Forum**

Chair: Cllr James Docherty, South Lanarkshire Council

### **Service Transformation Strategic Forum**

Chair: Cllr Alex Aldridge, Flintshire County Council

### **Communities, Neighbourhoods and Localism Strategic Forum**

Chair: Cllr Paul Findlow, Cheshire East Council

### **Social Justice and Welfare Reform Strategic Forum**

Chair: Cllr Mark Pengelly, Corby Borough Council

# Appendix 5: Training, seminars, meetings and promotional activity 2014/15

## In-house courses

|   |  |   |
|---|--|---|
| Fleet Administration 09.04.14<br>Aberdeenshire  | Northamptonshire   | Street Scene & Street Cleansing<br>Supervisory Skills for Team Leaders<br>17.02.15 Cardiff              |
| Managerial Skills in Facilities<br>Management 14.05.14 Knowsley   | Controlling Food Costs 19.11.14 East<br>Riding   | Controlling Food Costs 16.02.15 Hull  |
| Leadership and change 15.05.14 Chester  | Project Management Module 24.11.14   | Controlling Food Costs 17.02.15 Hull  |
| Supervisory skills for team leaders in<br>frontline services 22.05.14 Aberdeen City                           | Newry and Mourne & Down DC<br>Project Management Module 25.11.14                           | Controlling Food Costs 18.02.15 Hull  |
| Managing Allotments 03.06.14 LALC   | Newry and Mourne & Down DC<br>Principles of contract management<br>27.11.14 Wigan          | Health & Safety in amenity services &<br>grounds maintenance 19.02.15 Ashfield                          |
| Event Management 03.07.14 Sandwell  | Project Management Module 01.12.14<br>Newry and Mourne & Down DC                           | Managing Food Costs 19.02.15 Torfaen  |
| Supervisory skills for team leaders in<br>frontline services 16.07.14 Aberdeen City                           | Project Management Module 02.12.14<br>Newry and Mourne & Down DC                           | Street Scene & Street Cleansing<br>Supervisory Skills for Team Leaders<br>23.02.15 Wakefield            |
| Supervisory skills building cleaning<br>30.07.14 Derbyshire   | Supervisory skills for team leaders in<br>frontline services 10.12.14 Aberdeen City        | CHAMPS2 Overview for managers<br>10.03.15 Derry   |
| Health & Safety in amenity services &<br>grounds maintenance 18.08.14 Guildford                               | Principles of contract management<br>11.12.14 Wigan Council                                | The Bereavement Journey 19.03.15<br>Sandwell  |
| Managing Contractors Safely 21.08.14<br>Dumfries & Galloway   | The Bereavement Journey 17.12.14<br>Sandwell   | Customer care in cems & crems services -<br>ICCM 30.03.15 Dundee  |
| Identifying Damp, timber mould &<br>structural problems 26.08.14 West Lothian                                 | Team building and customer service<br>12.01.15 East Renfrewshire                           | <b>Public courses</b>   |
| Supervisory skills for team leaders in<br>frontline services 26.08.14 Aberdeen City                           | Customer care in cems & crems services -<br>ICCM 13.01.15 Dundee                           | Supervisory skills for team leaders for<br>frontline services - NI 29.04.14 Craigavon                   |
| Supervisor Training-Front line staff<br>01.09.14 Denbighshire   | Customer care in cems & crems services -<br>ICCM 14.01.15 Aberdeen City                    | Handling difficult conversation with<br>frontline staff 09.06.14 Edinburgh                              |
| Customer care in cems & crems services -<br>ICCM 04.09.14 Aberdeen City                                       | Awareness of drugs and alcohol for<br>managers and supervisors 20.01.15 Wigan<br>Council   | Identifying Damp, timber mould &<br>structural problems 17.06.14 London                                 |
| Supervisory Skills for the Building<br>Maintenance and Housing Repairs Sector<br>17.09.14 Dumfries & Galloway | Awareness of drugs and alcohol for<br>managers and supervisors 21.01.15 Wigan<br>Council   | Event Management 19.06.14 Glasgow   |
| Event Management 06.10.14 Bradford  | The Bereavement Journey 22.01.15<br>Sandwell   | Event Management 25.06.14 Manchester  |
| Supervisory skills for team leaders in<br>frontline services 23.10.14 Aberdeen City                           | CHAMPS2 Overview for managers<br>26.01.15 Dumfries & Galloway                              | Managing Allotments 06.08.14<br>Manchester  |
| Controlling Food Costs 27.10.14<br>Cambridgeshire   | Principles of contract management<br>26.01.15 Wigan Council                                | Cemeteries and Crematoria supervisory<br>skills 09.09.14 Nottingham                                     |
| Identifying Damp, timber mould &<br>structural problems 28.10.14 Renfrewshire                                 | Principles of contract management<br>03.02.15 Oxford Council                               | Project Management in Local<br>Government 19.09.14 Manchester   |
| Supervisory skills for team leaders in<br>frontline services 05.11.14 Walsall                                 | Project Management Module 09.02.15<br>Newry and Mourne & Down DC                           | Customer care in cems & crems services -<br>ICCM 25.09.14 Berwick upon Tw                               |
| Identifying Damp, timber mould &<br>structural problems 12.11.14 East Lothian                                 | Supervisory Skills for Front line staff<br>12.02.15 Adur & Worthing                        | Supervisory skills for team leaders in<br>frontline services 03.10.14 Glasgow                           |
| Supervisory skills for team leaders in<br>frontline services 12.11.14 Walsall                                 | Street Scene & Street Cleansing<br>Supervisory Skills for Team Leaders<br>16.02.15 Cardiff | Event Management 16.10.14 London  |
| Handling Difficult Conversations 17.11.14<br>Cherwell District & South  |  | Customer care in cems & crems services -<br>ICCM 30.10.14 Central London                                |
|   |  | Catering, cleaning & facilities<br>management - Supervisory Skills for team<br>leaders 07.11.14 Cardiff |

Event Management 17.11.14 Cardiff  
Customer care in cems & crems services - ICCM 18.11.14 Cardiff  
Managing Allotments 25.11.14 Central London  
Event Management 16.12.14 Birmingham

Event Management 19.01.15 Southampton

Awareness of drugs and alcohol for managers and supervisors 23.01.15 Manchester

Project Management in Local Government 27.03.15 Manchester

Supervisory skills for team leaders in frontline services 31.03.15 Glasgow

## Masterclasses

Asset Management in Parks & Greenspaces 01.04.14 London

Financial management for operational managers 02.04.14 Edinburgh

Principles of contract management 30.04.14 Birmingham

Health & Safety in amenity services & grounds maintenance 12.05.14 Manchester

CHAMPS2 Overview for managers 16.05.14 Manchester

NEW TUPE Regulations 23.06.14 Central London

Principles of contract management 30.06.14 Belfast

Principles of contract management 07.07.14 Cardiff

Health & Safety in amenity services & grounds maintenance 28.07.14 Chelmsford

CHAMPS2 Overview for managers 07.08.14 Manchester

CHAMPS2 Overview for managers 27.08.14 Glasgow

Performance management in leisure services 23.09.14 Manchester

CHAMPS2 Overview for managers 30.09.14 Belfast

Asset Management in Parks & Greenspaces 01.10.14 Glasgow

Principles of contract management 15.10.14 Stafford

Asset Management in Parks & Greenspaces 17.10.14 London

Controlling Food Costs 21.10.14 Manchester

Principles of contract management 03.11.14 Belfast

The Complete Manager – finance module 13.11.14 Manchester

Controlling Food Costs 21.11.14 Glasgow  
Principles of contract management 28.11.14 Manchester

Waste Collection Services - Efficient and Effective Management 15.01.15 London

Managing Contractors Safely 30.01.15 Glasgow

Waste Collection Services - Efficient and Effective Management 05.02.15 Glasgow

CHAMPS2 Overview for managers 11.02.15 Central London

Waste Collection Services - Efficient and Effective Management 05.03.15 Manchester

CDM Regulations 2015 - New updates and changes 13.03.15 Glasgow  
Principles of contract management 23.03.15 Central London

## Hosted Public

Event Management 08.05.14 Doncaster

Catering, cleaning & facilities management - Supervisory Skills for team leaders 09.05.14 Doncaster

## Hosted Masterclass

Controlling Food Costs 27.08.14 Powys

Health and Safety in Waste and Environmental Services - Frontline supervisory level 26.11.14 Lancaster

Health & Safety in amenity services & grounds maintenance 04.03.15 Caerphilly

Controlling Food Costs 30.03.15 Renfrewshire

## Service specific national seminars

### **Annual seminar**

10-11 September 2014, Nottingham

### **National housing, building maintenance and construction seminar**

9-10 October 2014, Leeds

### **Environmental service seminar**

11-12 November 2014, Stratford

### **Performance networks seminar**

4-5 December 2014, Blackpool

### **Catering, cleaning and facilities management seminar**

29-30 January 2015, Chester

### **The big energy summit**

26-27 February 2015, Leeds

### **National roads, street lighting and winter maintenance seminar**

5-6 March 2015, Durham

## Additional one day seminars

### **Flooring and water stewardship seminar**

17 July 2014, Oxford

### **Health and safety across the services**

25 September 2014, London

### **The new municipal entrepreneurs**

11 July 2014, Leeds

### **Working time regulations seminar**

17 June 2014, Manchester

### **Saving the frontline: Income generation and demand management**

16 January 2015, Harrogate

### **Winter maintenance seminar**

16 October 2014, Bradford

### **National transport and vehicle maintenance seminar**

22 July 2014, Gaydon

### **Sports and leisure seminar**

11 March 2015, Manchester

### **Street cleansing and streetscene conference**

27 February 2015, Birmingham

### **Parks and grounds maintenance seminar**

20 March 2015, Harrogate



## Meetings held

### **National Council:**

26 & 27 June 2014, York  
9 September 2014, Nottingham  
12 December 2014, Belfast  
10 March 2015, London

### **Annual General Meeting:**

10 September 2014, Nottingham

### **Policy, Performance and Scrutiny Sub Committee:**

5 June 2014, Manchester  
24 February 2015, Manchester

### **Full Association Meeting:**

23 January 2014, Edinburgh

## National conferences and exhibitions

### **UNISON Local Government Conference**

15-16 June 2014

### **LGA Annual Conference**

8-10 July 2014

### **London councils summit**

22 November 2014

## Regional seminars

### **Central**

#### **APSE Central special event: Town centre assets, local economies and regeneration**

30 April 2014, Telford

#### **Public health in frontline services, including the APSE central annual general meeting**

30 June 2014, Leicester

### **Northern**

#### **APSE Northern research roundtable event**

Wednesday 11 March 2015, Lancashire

#### **Town centre assets, local economies and regeneration**

4 April 2014, Durham

#### **Neighbourhood matters,**

Friday 20 June, Liverpool

#### **Managing the local environment: performance and service delivery**

Friday 6 June 2014, Carlisle

### **Northern Ireland**

#### **The local authority role in health improvement**

Thursday 11 December, Lisburn

#### **APSE Northern Ireland regional meeting**

17 October 2014, Co Tyrone

#### **The context, strategy and practice of reorganisation and the impact on councillors and officers**

Friday 13 June 2014, Ballymena

#### **Performance improvement: Are you ready**

Friday 30 January 2015, Lisburn

### **Scotland**

#### **Fleet, waste and grounds seminar**

9-13 May 2014, Aviemore

#### **Facilities management seminar**

22 May 2014, Edinburgh

#### **Building and housing seminar: Innovation and new approaches**

12-13 February 2015, Dunblane

### **South and South West**

#### **The new municipal entrepreneurs**

Wednesday 11 February 2015, Bristol

#### **Ensuring compliance in transport**

Thursday 29 January 2015, London

#### **APSE south/south west seminar and annual general meeting**

Thursday 17 July 2014, Oxford

### **Wales**

#### **Transformation and reorganisation**

Thursday 3 July 2014, Llandrindod

#### **Strategic policy forum - service transformation**

Monday 7 April 2014, Cardiff

## Political party exhibitions

#### **Liberal democrat party conference**

September 2014

#### **Labour party conference**

September 2014

#### **Conservative party conference**

October 2014

#### **Scottish labour party conference**

March 2015

#### **Scottish liberal democrat party conference**

October 2014

#### **Scottish national party conference**

November 2014

#### **Association of liberal democrat councillors conference**

October 2014

#### **Conservative councillors association**

March 2015

Below: APSE's first energy summit, held at Oulton Hall, Leeds



## Appendix 6: Award winners 2014/15

### APSE apprentice awards 2014/15

| <b>Award</b>                                    | <b>Winner</b>    | <b>Authority</b>                       |
|---|------------------|--|
| Highways and street lighting                    | Liam Kane        | West Lothian Council                   |
| Male Building skills                            | Riley O'Sullivan | St Leger Home of Doncaster             |
| Female Building Skills                          | Gemma Howell     | Kirklees Council                       |
| Male Mechanical and Electrical                  | Kiefer Booth     | Berneslai Homes                        |
| Horticulturist                                  | Sam Pagett       | Copeland Borough Council               |
| Transport and Vehicle Maintenance               | Stephen Cutmore  | Wakefield Metropolitan Borough Council |
| Scotland Housing and Building – 1st Year        | Graeme Baird     | Aberdeen City Council                  |
| Scotland Housing and Building – 2nd Year        | Alastair Mclean  | Fife Council                           |
| Scotland Housing and Building – 3rd Year        | Kim Armstrong    | West Lothian Council                   |
| Scotland Housing and Building – 4th Year        | John Deacon      | Fife Council                           |
| Scotland Housing and Building: Non-Trade        | Derry Lever      | Fife Council                           |
| Scotland Rising Stars: Waste Management         | Jackie Hampton   | North Lanarkshire Council              |
| Scotland Rising Stars: Transport Category       | Catherine Gibson | North Ayrshire Council                 |
| Scotland Rising Stars: Parks, Grounds & Streets | Nicole Paterson  | Stirling Council                       |

### APSE service awards 2014/15

| <b>Award</b>   | <b>Winner</b>  |
|--|--|
| Best Employment & Equality Initiative                            | <b>Nottingham City Council</b>   |
| Best Housing & Regeneration Initiative                           | <b>Stockton-On-Tees Borough Council</b>  |
| Best Efficiency Initiative                                       | <b>Fife Council</b>  |
| Best Health & Well-Being Initiative                              | <b>London Borough of Havering</b>  |
| Best Public / Public Partnership Working Initiative              | <b>East Renfrewshire, East Dunbartonshire &amp; Angus Councils (Partnership)</b> |
| Best Public / Voluntary Partnership Working Initiative           | <b>Derry City Council</b>  |
| Best Community & Neighbourhood Initiative                        | <b>Dudley Metropolitan Borough Council</b>                                       |
| Best Information Technology & Communication Initiative           | <b>Cherwell District Council</b>   |
| Best Renewable Energy & Energy Efficiency Initiative             | <b>Peterborough City Council</b>   |
| Best Service Team Construction & Building                        | <b>Stockport Homes</b>   |
| Best Service Team Catering                                       | <b>Gateshead Council</b>   |
| Best Service Team Building/ Facilities Cleaning                  | <b>East Ayrshire Council</b>   |
| Best Service Team Highways, Winter Maintenance & Street Lighting | <b>Portsmouth City Council</b>   |
| Best Service Team Transport & Fleet                              | <b>Oxford City Council</b>   |
| Best Service Team Waste Management & Recycling                   | <b>Monmouthshire County Council</b>  |
| Best Service Team Street Cleansing & Street scene                | <b>North Ayrshire Council</b>  |
| Best Service Team Parks, Grounds & Horticulture                  | <b>Nottingham City Council</b>   |
| Best Service Team Sports, Leisure & Culture                      | <b>Oxford City Council</b>   |
| Overall Council of the Year in Service Delivery                  | <b>Fife Council</b>  |

## APSE performance networks awards 2014/15

| Service area                                     | Most improved performer                                     | Best performer   |
|--|---|--|
| Building cleaning                                | Bridgend County Borough Council                             | Midlothian Council   |
| Building maintenance                             | City of Lincoln Council                                     | A1 Housing Ltd,<br>Bassetlaw District Council                |
| Cemetery and crematorium services                | <i>N/A (new service area)</i>                               | Wigan Leisure & Culture Trust                                |
| Civic cultural and community venues              | Pond Hill Lane Community Centre,<br>Gedling Borough Council | Ditton Community Centre,<br>Halton Borough Council           |
| Education catering                               | Derbyshire County Council                                   | Manchester City Council                                      |
| Parks, open spaces and horticultural             | Leicester City Council                                      | Conwy County Borough Council                                 |
| Refuse collection                                | Neath Port Talbot County Borough<br>Council                 | East Riding of Yorkshire Council                             |
| Roads, highways and winter<br>maintenance        | Falkirk Council   | Dundee City Council  |
| Sports and leisure facility management           | Stanchester Sports Centre,<br>1610 Limited                  | Beverley Leisure Centre,<br>East Riding of Yorkshire Council |
| Street cleansing                                 | Gedling Borough Council                                     | Eastleigh Borough Council                                    |
| Street lighting                                  | Fife Council  | Denbighshire County Council                                  |
| Transport, operations and vehicle<br>maintenance | North East Lincolnshire Council                             | East Renfrewshire Council                                    |



**Above:** East Riding of Yorkshire Council win best performer in Sports and Leisure at the APSE performance networks seminar

# Appendix 7: Briefings research and press articles 2014/15

## Briefings

14-13, **Local Government Bill – Part 12 Performance Improvement How should new councils in Northern Ireland address performance improvement?**, April 2014

14-14, **Scottish House Conditions Survey: Key Findings 2012**, April 2014

14-15, **Consultation ‘Review of the Local Authority role in Housing Supply’**, April 2014

14-18, **Proposed audit of Modern Apprenticeships in Scotland**, April 2014

14-19, **Queen’s Baton Relay 2014**, April 2014

14-20, **Response to Consultation document on the Future of the Energy Company Obligation**, April 2014

14-21, **Universal Infant Free School Meals**, April 2014

14-22, **‘ALARM Survey 2014’**, May 2014

14-23, **Housing (Scotland) Bill**, July 2014

14-24, **Beyond the School Gate: Improving food choices in the school community**, July 2014

14-25, **Performance Networks Environmental Health Pilot**, July 2014

14-26, **State of the Market Survey 2014- Climate Change and Renewable Energy**, August 2014

14-27, **State of the Market Survey 2014 – Local Authority Cleaning Services**, July 2014

14-28, **NAO Report – Maintaining Strategic Infrastructure: Roads**, August 2014

14-29, **State of the Market Survey 2014 – Street Lighting**, August 2014

14-30, **Reducing Fire Risk at Waste Management Sites (Fire Control Guidance – Consultation Draft)**, August 2014

14-31, **Food Information Regulations 2014 – Allergen Labelling**, August 2014

14-32, **The Scottish Manual Handling Passport Scheme**, September 2014

14-33, **Working Time Directive - Advice from the Traffic Commissioner**, September 2014

14-34, **State of the Market Survey 2014- Highway Services**, September 2014

14-35, **Becoming a Good Food Nation (Discussion Document)**, September 2014

14-36, **APSE response to the Welsh Government ‘Reforming Local Government’ White Paper consultation**, October 2014

14-37, **State of the Market analysis – Public authority transport network benchmarking survey 2012/13**, October 2014

14-38, **Consultation ‘Housing (Scotland) Act 2014 – Section 28 Private Rented Housing: Enhanced Enforcement Areas’**, October 2014

14-39, **Recovering CCTV costs**, October 2014

14-40, **Efficiencies in Building Cleaning**, November 2014

14-41, **Efficiencies in Catering**, November 2014

14-42, **Efficiencies in Leisure Services**, November 2014

14-43, **State of the Market Survey 2014 - Winter Maintenance**, November 2014

14-44, **Efficiencies in Street Scene Services**, November 2014

14-45, **Efficiencies in Refuse Collection Services**, November 2014

14-46, **National Waste Planning Policy**, November 2014

14-47, **Barriers to local authority involvement in municipal energy schemes**, December 2014

14-48, **Contamination issues within recycling**, December 2014

14-49, **Maximising Productivity in Grounds Maintenance**, December 2014

14-50, **APSE Consultation Response on ‘Housing (Scotland) Act 2014 – Section 28 Private Rented Housing: Enhanced Enforcement Areas’**, December 2014

14-51, **Bid rigging and the public sector**, December 2014

14-52, **Cooking on the curriculum**, December 2014

14-53, **Land Audit Management System (LAMS) summary of the pilot scheme**, December 2014

15-01, **Scottish House Conditions Survey: Key Findings 2013**, January 2015

15-02, **The Lyons Housing Review - Mobilising across the nation to build the homes our children need**, January 2015

15-03, **Developing the Young Workforce: Scotland’s Youth Employment Strategy**, January 2015

15-04, **Evaluating universal free school meal provision for P1 to P3 in Scotland and how local authorities can get involved**, January 2015

15-05, **New Waste Collection Requirements and TEEP issues for local authorities (England and Wales)**, January 2015

15-06, **APSE response to The National Pollinator Strategy 2014**, February 2015

15-07, **Journal Article review - Huntingford, C. et al. 2014 Potential Influences on the United Kingdom’s floods of winter 2013/14, Nature Climate Change**, February 2015

15-08, **Progress Report on the Scottish Fuel Poverty Statement 2002**, February 2015

15-09, **The Elphicke-House Report From statutory provider to Housing Delivery Enabler. Review into the local authority role in housing supply**, February 2015

15-10, **Local Government (Wales) Bill**, February 2015

15-11, **Highways funding, self-assessment and capitalisation of repairs in England**, March 2015

15- 12, **Response to Draft Local Government (Performance Indicators and Standards) Order (Northern Ireland) 2015**, March 2015

15-13, **Maximising Income Generation in Fleet Maintenance Services**, March 2015

15-14, **Public Procurement: A Consultation on Changes to the Public Procurement Rules in Scotland**, March 2015

15-15, **State of the Market Survey 2015 - Local Authority Street Cleansing Services**, March 2015

## Publications and research

**The role and value of local authority assets in town centres**  
January 2014

**Local water: The challenge and the prize for the ensuring council as a steward of water**  
July 2014

**APSE Research: Ensuring Change: Building capacity in local government**  
September 2014

**Better business: Councils shaping markets for public value**  
October 2014

**Two Tribes? Exploring the future role of elected members**  
December 2014

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## Appendix 8: APSE solutions client list and APSE partners 2014/15

### Associates

Andrew Upritchard, Bill Buckley, Chris Frake, Colin McKinnes, David Henrys, Geoff Lewis, Jim Kennedy, John Bedwell Mike Cockburn, Julie Pickering, Jim Johnstone, Harpreet Kaur, Kerry Coxon Lesley Inglis, Les Tickner, Ruth Lucas Michael Bell, Mike Cockburn, Peter Connell, Peter Johnson, Peter Moffatt Rob Bellamy, Peter Linsell, Richard Hayes Rodney Cook, Rudy Imhoof, Vivianne Buller, Sue Finnigan, Steve Cirell, Steve Harris

### APSE solutions clients

Bath & North East Somerset Council, Brighton & Hove City Council, Cambridge City Council, Cannock Chase Council, Cardiff Council, Cheshire West & Chester Councils, Chesterfield Borough Council,

Conwy County Borough Council, Corby Borough Council, Derbyshire County Council, Derry City and Strabane District Council, Doncaster Metropolitan Borough Council, Dorset Waste Partnership, Dorset City Council, Dudley Metropolitan Borough Council, Durham County Council, East Riding Of Yorkshire Council, City Of Edinburgh Council, Enfield London Borough, Falkirk Council, Flintshire County Council, Gosport Leisure, Greater Manchester Police, Harrogate Borough Council, Highland Council, Hull City Council, Knowsley MBC, Larne Borough Council, Luton Borough Council, Midlothian Council, Newcastle under Lyme Borough Council, Northamptonshire County Council, North Ayrshire Council, Nottingham City Council, Nottingham City Homes, Oxford City Council, Sheffield City Council, Slough Borough Council, Southampton

City Council, South Hams District Council / West Devon Borough Council, South Staffordshire Council, Stockport Council, Stoke On Trent Council, City and County Of Swansea, Tameside Metropolitan Borough Council, Telford & Wrekin Council, Tendring District Council, Tewkesbury Borough District Council, Thanet District Council, Warrington Borough Council, West Lindsey District Council, Wirral Metropolitan Borough Council

### Trade Unions

NIPSA, NIPSA - Belfast, Unison, Unison - Devon, Unison - Education, Unison - Lanarkshire, Unison - Luton & Dunstable Hospital Trust, Unison - Wales

## Appendix 9: Staff and resources



**Councillor Arwyn Woolcock**

*National Chair 2014/15*

*Cllr Arwyn Woolcock is a Neath Port Talbot Councillor and a member of APSE Wales region.*



**Martin Nicholls**

*National Secretary 2013/14*

*Martin Nicholls is Head of Corporate Building Services at City and County of Swansea*



**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 Director of APSE energy, growing and developing the new service.*



**Mo Baines**

*Mo is the Head of Communication and Coordination. 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 Head of APSE performance networks. She is responsible for the growth and development of the service and its operational management.*



**Andy Mudd**

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



**Lindsay Towler**

*Lindsay is Head of Business Resources and has responsibility for the organisations infrastructure and resources. She also maintains the association's quality systems and manages the support services team.*



**Jan Kennedy**

*Jan is Head of APSE training and has responsibility for APSE. Jan has a background in training & development in both central and local government.*



**Phil Brennan**

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



**Rob Bailey**

*Rob is Principal Advisor for APSE Central. He is the contact for APSE's facility management portfolio which includes building cleaning, catering, leisure management and community venues, and social care.*



**Louise McMillan**

*Louise is the Principal Advisor for all local authorities in Scotland. She is also responsible for overseeing the administrative function within the Scottish office.*



**Lorna Box**

*Lorna is the Principal Advisor for APSE South/South West, managing the APSE regional office in Oxford and has responsibility for all APSE activity in the South and South West of England.*



**Gayle Gibson**

*Gayle is the Senior Consultant with APSE solutions.*



**Wayne Priestley**

*Wayne is the principal advisor for APSE Wales. He is the contact for APSE's environmental services portfolio.*



**Wai Lee**

*Wai is Finance and Management Information Team Leader.*



**Mike Egerton**

*Mike is the Marketing and Coordination Officer.*



**Andy Derbyshire**

*Andy is a Performance Networks Officer.*



**Jenny Stanley**

*Jenny is a Performance Networks Officer.*



**Cheryl Walker**

*Cheryl is a Performance Networks Officer.*



**Adam Payne**

*Adam is the IT and Research Officer.*



**Rebecca Monaghan**

*Rebecca is the Data Processing and Analyst Officer.*



**Laura McNab**

*Laura is Administrative and Finance Officer within the APSE Scotland office.*



**Lyndsey Downie**

*Lyndsey is Administrative and Finance Officer within the APSE Scotland office.*



**Garry Lee**

*Garry is Research and Coordination Officer within the APSE Scotland office.*



**Emma Taylor**

*Emma is Client Co-ordination Officer with APSE solutions.*



**Keisha Swaby**

*Keisha is an Administrative Assistant.*



**Jessica Mistry**

*Jess is Finance and Administrative Assistant.*



**Vicky Starmer**

*Vicky is an Administrative Assistant.*



**Alistair Holcroft**

*Alistair is an Administrative Assistant.*

# LOCAL SERVICES LOCAL SOLUTIONS

## Association for Public Service Excellence

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