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annual report 2016



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Preface

It has been a real honour and privilege to fulfil the role of APSE's National Chair, of course the year started with a colleague of mine, Councillor Gerard Diver, taking on the position on behalf of Derry City and Strabane District Council. Due to a vacancy at Stormont, Gerard moved on to the Northern Ireland Assembly at the end of last year and I was nominated to replace him.

At last year's annual general meeting Gerard set out some key priorities on what he wanted APSE to achieve under his stewardship. Firstly, he wanted to increase the recognition of APSE in the sector and beyond, by making its voice louder and more influential. Secondly, to link APSE's research programme to the idea of sustainable communities. Thirdly, to look outwards beyond the borders of the UK for best practice, knowledge and solutions to the multiple public policy challenges that local government faces. Finally, to talk up the role of local government generally and give some positivity within the sector.

In order to do all of this it is important that APSE's day to day operations run smoothly and I would like to thank all of the staff for working so hard in achieving another really successful year for the association. It has been a pleasure to meet many of them as I have travelled to and participated in many events around the APSE areas and regions.



The work and activity I have seen taking place has filled me with hope as the examples of creativity and innovation in overcoming the significant problems faced in terms of finance and policy have been truly inspirational.

APSE has had a growing exposure in the last year to television, radio and newspapers. Its social media presence has also increased. This all contributes to becoming that louder, more influential voice. The research programme has fuelled this interest in APSE's work. With major projects on democracy and governance, housing, finance, public health, waste, demand management and municipal energy. I know from recent National Council meetings that there's lots more on the way. APSE is also part of an international study into the impact of austerity on local governance.

I would like to place on record my thanks to my National Secretary, Ellen Cavanagh, of Derry City and Strabane District Council for her advice, help and support during my time as National Chair. My colleagues on APSE's National Council have also been a great source of inspiration and information over the last twelve months. The work they do in governing APSE and setting its strategy provides such a valuable compass to ensure that the organisations work and activities remain aligned with its membership's interests.

This September APSE's annual conference comes to Derry / Londonderry and I hope to see as many of you as possible in attendance. The programme we have put together will see an exciting and relevant range of topics discussed by first class speakers at an important time in the shaping of the future of local government. I want to take this opportunity to wish my successor Councillor Van Coulter, of Oxford City Council and his National Secretary, Rachel North, of Tewksbury Borough Council, every success for their year in office.

APSE has continued to grow and flourish as an organisation over the past twelve months, as it remains ready as always to support its membership through some really difficult times in local government by providing them with the research, advice and knowledge to meet the huge challenges that they face. My time may be coming to an end as National Chair but I intend to continue on APSE's National Council to support colleagues from Northern Ireland, England, Scotland and Wales and to allow my own council to continue to get access to the best network of information and ideas that exists in local government.

A handwritten signature in black ink that reads "Martin Reilly". The signature is written in a cursive style with a long, sweeping tail on the letter 'y'.

*Councillor Martin Reilly
APSE National Chair*

Foreword

In APSE we have always taken the view that it is fundamentally important to ensure that our priorities as an organisation are aligned with our membership's interests. This has proven challenging at times, especially since austerity kicked in over the past years and given the amount of change that local government has faced generally. However, as councils have had to face huge financial pressures alongside major public policy challenges, the vital role that APSE plays in sharing and facilitating the exchange of knowledge, ideas and innovation has become ever more important. One council leader recently described APSE as like 'having a team of policy officers again, to give advice and solutions on the issues impacting on his authority', having previously lost most of that internal resource to budget cuts.

The road to 2020 looks filled with further trials and tribulations given the figures announced by the Chancellor in his comprehensive spending review and that was before Brexit. By 2020 UK local government expenditure as a percentage of gross domestic product will be at its lowest point since 1948. Whilst the sector has responded well to date, the budget cuts in the coming years will test local government's resilience to the extreme. Particularly in England, the transition to the localisation of business rates, combined with an ever greater reliance on council tax and the removal for many areas of revenue support grant, it's a time of fundamental change.

APSE's research programme has been geared towards coherently identifying what these challenges are alongside their impact on local services and attempting to navigate a path through the difficulties that exist. We have invested heavily in our collaboration with De Montfort University and have also commissioned some of the leading think tanks in the sector to deliver answers to often complex questions. APSE's services of performance networks, solutions, training, membership resources and energy, supported by our business resources team, provide the knowledge, intelligence and skills to create answers to complicated and multifaceted issues.

Our work with our member authorities continues to focus on how local government moves to a more self-reliant, self-sufficient and self-sustaining future. Over the past years this has concentrated on efficiency, innovation, income generation and demand management or as we have called them 'the pillars of excellence'. This year has seen an even greater emphasis on combining some of these elements and pursuing commercialisation as a strategy, to grow, as an alternative to cutting. APSE has been at the forefront of promoting the concept of municipal entrepreneurship. Our research, seminars, briefings, consultancy, training and energy work has had this theme running throughout.

APSE continues to be in good financial health, due to a sensible strategy set by National Council to invest in membership retention and ensuring that subscriptions, fees and charges remain lower than any other comparable organisation within the sector. We set out a growth strategy of 15 to 20% in our current business planning period of 2014 -17 and it is encouraging to be able to report a compound growth rate of 13% after year two of the three year plan. APSE's turnover now sits close to £3.5m.

A key part of APSE's strategy has been to invest in our staffing resources and pursue the development of a world class organisation. It really is a pleasure to work with such a talented group of people. Our organisational development plan has been to move from the basic standard of Investors in People (IIP) towards the achievement of Gold status. In the previous year we achieved Bronze status and during this year we successfully achieved Silver.

It only remains for me to thank Councillor Martin Reilly for the effort he has put in as National Chair over the last year and for his leadership 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 applaud the speakers at the opening symposium: 'Governance, devolution, evolution' at the APSE annual seminar 2015

Below: Brangwyn Hall and Swansea City Council host the APSE service awards 2015



Section 1: The year in profile

Financial gloom

The comprehensive spending review during the year outlined the Chancellor's financial expenditure plans for local government for the rest of the decade and it didn't make for pleasant reading. Local government expenditure as a percentage of gross domestic product will be less than 6% by 2020, this will be at its lowest point in over 65 years. In England this is combined with a move away from a system of centralised grants to a much greater degree of revenue raising at a local level, with council tax and the localisation of business rates forming the bulk of local government's income. Scotland has also seen a significant tightening of local government spending and the direction of travel in Wales and Northern Ireland is also one of on-going austerity.

Devolution

The footprint of combined authorities deals signed off by Government now covers more than 30% of England with many more devolution deals at advanced stages. This approach is significantly changing the shape of local government in England with rumours of further reorganisation to unitary authorities in two tier areas. The drive for Welsh local government reorganisation appears to have slowed following the recent Welsh Assembly elections. In Northern Ireland the 11 new councils are settling down well following the 2015 reorganisation. Scottish local government is watching with interest to see what plans emerge for it from the new intake at the Scottish Parliament.

Commercialisation

Municipal entrepreneurship, commercialisation and income generating activity continued to grow at pace during the year with ideas expanding beyond traditional trading and charging activity in service areas to more comprehensive corporate approaches across the range of council operations. For many authorities the notion of growing not cutting or just merely offsetting budgets cuts by undertaking some income generating activity has grown increasingly important. For others the links to localisation of budgets have made it a strategic priority.

Councils like Sevenoaks have invested significantly in assets and property for a commercial return and now claim that they are the first local authority to be self-sufficient in budget terms. Others are looking further ahead in terms of growing their housing numbers in order to generate not only new homes bonus but also additional council tax. With the localisation of business rates on its way many are looking at ways to expand and grow local supply chains and businesses in order to reap the benefits of a business rate growth yield.

Social care

The announcement of changes which allowed local authorities in England with responsibility for social care to raise an additional precept of 2% for services in this area was warmly welcomed. Whilst it's a long way from fully reducing the strain on council's overall budgets caused by the so called 'Barnet Graph of Doom', where money for services other than Adult Care, Children's Services and Waste Disposal runs out by 2020, it is a step in the right direction.

Homes for all

Local government has started to look for additional creative solutions to the housing crisis that the UK faces. The gap between what we need to build each year in terms of new homes, compared to what we are actually building continues to widen. Analysis suggested a need for some 240,000 units to be built each year between now and 2030 but a disappointing number of completions in recent years have seen the annual requirement figure rise to around 300,000 units. With the private sector incapable of getting anywhere close to these numbers historically, many local councils have recognised there is a need to act. Councils across the UK have been setting up wholly owned housing companies and joint ventures in order to contribute to not only the number of homes required but also the mix of homes.

Waste and liveability services

A lack of funding has hindered some local authorities' ability to increase recycling to the levels they would like and a danger exists that the excellent work of the last decade starts to stall. Long term deals around disposal have limited the ability of some to introduce modern approaches to collection. However, many have pushed on with source segregation, three weekly collections and reductions in bin sizes. Frontline services such as Parks and Street Cleansing continue to bear the brunt of austerity with some reporting drops of as much as 70% in service budgets since 2010.

Municipal energy

The drive for energy efficiency and renewable energy has seen significant innovation from local government over the past 12 months, with many looking to set up their own supply companies, to help alleviate fuel poverty. Robin Hood energy was launched last September and made an immediate impact in the market place by offering tariffs that other providers were forced to respond to by

lowering their prices. This has seen the annual energy bills for citizens in Nottingham and beyond reduce significantly. Bristol has also set up its own company and a number of others are in the pipeline. Peterborough, Cheshire East and Southend have created partnerships to provide reduced tariffs for residents. APSE Energy goes from strength to strength with over 60 authorities now working together and collaborating on this agenda.

Public health

Prevention not cure still seems an aspiration rather than reality with reductions in public health funding and rumours about future funding being absorbed within the localisation of business rates settlement creating uncertainty. Some of the devolution deals could act as a catalyst to reignite progress. In the meantime money for 'invest to save' schemes on the local government frontline appear to be trickling through.

School meals

The universal infant free school meal funding has had a significant impact on school meals services with increased uptake at primary school level being welcomed by all. Expectations are that increases in numbers eating healthy nutritious meals will continue to rise, should this funding remain in place. APSE continues to provide the secretariat support to the all-party parliamentary group on school meals.

Highways

Government have put in place a scheme to incentivise the performance of highways authorities across England. This is linked to funding and the ratio of that funding availability will increase or decrease based on performance in coming years. APSE is working with the Department for Transport to try to ensure that APSE members are fully versed in this scheme and their views on it are well represented.

APSE publications...





Sian Lloyd hosts the APSE service awards 2015 at Brangwyn Hall, Swansea



Annabelle Tiffin hosts the APSE performance networks awards 2015 at the Hilton Hotel, Blackpool

Below: A packed seminar and exhibition at the APSE Roads, Highways and Street Lighting Seminar 2016 at Newcastle Marriott Gosforth Park



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 continued to directly engage with the Scottish Government, Zero Waste Scotland, CoSLA, the Improvement Service and others. APSE sits on the steering group for the Scottish Government Code of Practice on Litter and Refuse.

Two new pieces of research were published – ‘The final piece of the jigsaw: Elected members, everyday politics and local democracy in Scotland’, which was featured during fringes at SNP and Scottish Labour conferences, and the ‘APSE Scotland Solar PV Toolkit’, which was launched at the APSE Building, Housing and Renewables conference held at Dunblane in February.

The APSE team in Hamilton also facilitated successful advisory groups as well as the Fleet, Waste and Grounds seminar held in Aviemore in May, which was opened by Derek Mackay MSP.

APSE Northern Ireland

Councillor Gerard Diver started the year as Northern Ireland Chair but was subsequently called up to the Northern Ireland Assembly. Councillor Martin Reilly from Derry City and Strabane District Council then took over as both Northern Ireland and National Chair, in January. Derry City and Strabane District Council’s Ellen Cavanagh assumed the position of Secretary of APSE Northern Ireland and APSE National Secretary.

Events held during the year included an AGM in July, a seminar on sustainable development in November, a regional meeting on Economic Development and Job Creation in December and a seminar on Local Council Income Generation, Trading and Investment in March. APSE also organised several well-attended Performance Improvement Forums over the course of the year on Environmental Services, Environmental Health, Corporate Services and Leisure Services in order to discuss the type of data needed to fulfil the new councils’ general duty of improvement.

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



Above: Incoming National Secretary Ellen Cavanagh, with outgoing National Chair Cllr Arwyn Woolcock

APSE South and South West

The role of Chair for APSE South and South West 2015/16 was held by Cllr Simon Letts, Southampton City Council with the role of Secretary being undertaken by Colin Rowland of Basingstoke and Deane Borough Council. The region enjoyed almost one membership event per fortnight throughout 2015/16 with Advisory Groups and Seminars being hosted in London, Oxford, Cambridge and Bristol.

Further to a 50% growth in membership in recent years, APSE has increased the resource dedicated to supporting the region, creating the post Administrative Assistant- South/South West based in the Oxford office and has plans to further increase the level of pro-active support provided to its membership in the coming year, ensuring more Local Government colleagues access and are resourced through APSE’s support.

APSE Northern

In another strong year for APSE northern, under the guidance of regional chair Cllr John Kerr-Brown of Warrington Borough Council, and regional secretary John Coates of North Lincolnshire Council, the 2015 / 2016 calendar of events, included a Professional Practice Forum on ‘The Future of Waste and Recycling Services’, a regional seminar focused on ‘Neighbourhoods, Housing and Public Realm’, a regeneration seminar and a further seminar on Insourcing.

The region also funded research looking at the issue of workforce planning, this work was undertaken by De Montfort University. The research report ‘Working on the frontline of austerity: The Ensuring Council and Workforce Planning’ is due to be launched during the summer.

APSE Central

Councillor Mark Pengelly from Corby Council was voted in as the new Chair for 2015/16 with Councillor Elias Mattu from Wolverhampton Council as Deputy. 50% of the local authorities within the Central region are active APSE members. In addition to the many APSE National events held in the region, free advisory groups were held on waste management in Gedling with Nottinghamshire Waste Managers Group, on leisure and swimming pools at the SPATEX event at the Coventry Ricoh stadium and on Commercialisation at the AGM held in NW Leicestershire. The region maintains excellent relations with the West Midland Parks Forum and others.

APSE Wales

Councillor Arwyn Woolcock of Neath-Port Talbot County Borough Council and Karen Armstrong of Flintshire County Council held the role of Chair and Secretary of APSE Wales during 2015/16. The findings of the Williams Commission and the proposals for large scale local government reorganisation have been a significant influence on APSE's work in Wales during 2015/16. APSE's seminars and events have focused on this as well as ways in which local government can adopt a more entrepreneurial approach. APSE advisory groups have focussed on more service specific issues relevant to members. APSE Wales commissioned De Montfort University to examine alternative options that may exist to the reorganisation of the local government sector, a report is due to be published in the summer of 2016.

Below: Delegates take part in the Refuse, street scene and public realm innovation forum at the APSE annual seminar 2015, facilitated by APSE's Andy Mudd



Section 3: Organisation and services

Research

APSE's research programme continues to grow and expand. National Council made it the key emphasis of APSE's 2014 – 17 business plan. The volume of reports published reached a new high during 2015 /16. APSE's partnership with De Montfort University goes from strength to strength with our research programme continually promoting the principles of the Ensuring Council.

The launch of 'Housing the nation: Ensuring councils can deliver more and better homes', a research report for APSE by the Town and County Planning Association took place in June. Two reports undertaken directly by APSE 'Ensuring action on health and well-being' and 'Waste: A brave new world', were published in August 2015. Two further pieces of research, 'Park Life, Street Life: Managing demand in the public realm' produced for APSE by the New Local Government Network and 'Municipal Energy', a report by Infranglis were launched at September's annual seminar in Swansea.

'The final piece of the jigsaw – elected members, everyday politics and local democracy in Scotland', undertaken for APSE Scotland by De Montfort, Edinburgh and Leeds Beckett Universities was launched in February. Two high profile pieces of APSE research were launched at the House of Commons in May on 'Sustainable local government finance and liveable local areas – can we survive to 2020?' produced by the New Policy Institute and 'Homes for all: Ensuring councils can deliver the homes we need', delivered by the Town and County Planning Association.

APSE also remains part of a two year research study on 'Governance under austerity', with eight Universities around the world. A full list of APSE research is shown at Appendix 7.

APSE in the Media

APSE continues to increase its profile in the media reaching out to national audiences. APSE's Chief Executive has made appearances on the BBC Politics Show, Radio 4 and for the second year running was named in the LGC Magazine's list of the 100 most influential voices in Local Government. APSE receives significant national publicity as a result of the Chief Executive's regular column in the MJ and utilises social media platforms for further promotion of APSE's voice. APSE achieved coverage in several national newspapers including the Guardian and the Financial Times along with regular features in the local government trade press including LGC, Public Finance, Horticulture Week, the Surveyor and Cost Sector Catering.

In a unique communications partnership, APSE is working with ITN Productions to produce a news and current affairs-style programme 'Promoting Excellence' which will be launched in September 2016 and will explore the future of frontline local government services and examine the role that local authorities play in building sustainable communities.

The combined twitter accounts of @apsetweets; @apseevents and @apsenews now have a following of almost 3,000 and are regularly utilised. The Chief Executive's blog and LinkedIn are used to further spread APSE's messages.

Below: Natasha Kaplinsky interviewing APSE's Chief Executive Paul O'Brien for an upcoming programme - ITN Productions and APSE present 'Promoting Excellence'



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 legislative information for members. With a circulation list of 17,000, Direct News is a valuable resource for disseminating knowledge and information to the membership, including the work of APSE. 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.

Seminars and awards

A packed programme of events has taken place throughout the year covering a variety of strategic policy and service specific matters. Almost 3,500 delegates have attended an APSE Seminar or Training course this year with a customer satisfaction rating of 96.6%.

APSE's Annual Seminar 'The Ensuring Council: Time to move forward on frontline services' took place at the historic Brangwyn Hall in Swansea, attracting over 500 Local Government Officers and Elected Members. Meteorologist and TV broadcaster Sian Lloyd, presented the Annual Service Awards, with Oxford City Council being awarded 'APSE overall council of the year'.

Parkinsons UK remains APSE's nominated charity and fundraising during the year at seminars achieved over £5,500 in donations.

APSE continues to promote Apprenticeships, the APSE Apprentice awards have taken place throughout the UK in a variety of service areas and continue to be well supported.

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. Covering 11 different service areas the groups meet 4 times per year and provide the framework for members to share and learn new projects and initiatives, best practice from member authorities, innovations from suppliers and changes in policy and legislation, which impact on service delivery in local government. New service areas covered include Environmental Health and Cemeteries and Crematoria, both groups continue to grow in attendance. Our new Commercialisation network has proven a big success in the last year.

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: Citizen engagement and participation; Service transformation; Commercialisation and Finance Professional Practice; Communities, neighbourhoods and localism; Devolution and Powers; Environment and sustainability; Healthy communities; and Property, asset management and regeneration 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 mechanism 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 850 councillors, officers and trade union representatives in 2015/16.

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 be a useful resource to the membership.

The website provides an access point to APSE's briefing services which in 2015 issued 65 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 2015/16, 383 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.

APSE performance networks

APSE performance networks membership has increased, particularly in the South and South West of England, with over 180 authorities in membership and participation continues to grow across the fourteen different service areas.

New developments during the year included the roll out of the land audit management system (LAMS), a quality inspection system for grounds maintenance and street cleansing. Environmental health was also established as a full service area following on from the pilot. New case study publications were produced to inform members on interventions and changes being made in local authorities throughout the UK, which are having positive impacts on performance levels including productivity and efficiency.

New modules have been produced for local authorities in Northern Ireland to help councils to meet the new benchmarking duty.

APSE held a seminar in London in June 2016 on 'Measure for Change' which was fully subscribed and examined how performance management can help local authorities to meet the financial challenges for environmental services.

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

The learning skills and development arm of APSE offers a broad and highly relevant choice of training events to its member authorities. 2015/16 saw one of the highest demands for courses on health and safety, contract management and supervisory skills on a regional and in-house basis increasing our provision to over 100 events across the UK.

With delegates numbers rising to over 1400 we have expanded our bank of specialist tutors and approved partners to meet service demands.

In response to key requests from our membership we have included 5 new events on marketing, finance, environmental health, fleet management and service level agreements.

Our professional training status has also been enhanced through CPD certification and a range of certified courses will be available in 2016/2017 attracting 5 CPD points per event

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

APSE solutions

Solutions had a good year, operating in a difficult local government environment. Approximately 65 consultancy projects contributed to meeting turnover targets. The service continues to focus on helping APSE members deal with the threat of reduced funding. Efficiency work and assistance with the development of commercial trading initiatives are the main thrust but Solutions has also sought to help with the development of innovative new approaches to service delivery. In some cases this involves working with partners in the local government supply chain to evaluate and help disseminate new products and technology that can reduce cost whilst ensuring that the vital outcomes from council services continue to be met.

The interim management service continues to make a substantial contribution to Solutions turnover. There are well over 300 potential interims on the database and Solutions is able to meet a wide range of requirements. The aim is to provide value for money interim managers with the unique benefit of access to APSE expertise and networking. Feedback from customers and a high level of repeat business suggests that the service is highly valued.

Did you know?

Over the last 12 months, APSE has achieved a **96.6% customer satisfaction rating**

3,442 delegates have attended an APSE seminar or training course this year

APSE held **35 seminars** this year

235 local government suppliers have showcased their products at APSE events this year

383 network query reports have been circulated and responded to

65 APSE briefings have been released

8 publications have been released by APSE this year

Part way through the year Solutions gained additional direct capacity with the appointment of a second Senior Consultant. This will greatly assist with the Solutions contribution to the continuing growth of APSE and allow more projects to be undertaken in the coming year.

APSE energy

The service continues to expand and grow, supporting members to develop knowledge and capacity in the energy and climate change sector. It promotes the role and achievements of local authorities in the sector and takes forward council projects for renewable energy generation.

The numbers of authorities participating in the service increased from 40 at the start of last year to 55 at the end of it. These are wide spread across Scotland, England and Wales.

APSE Energy continued with a range of nearly 20 events. These covered hydro, solar, electricity sales, legal issues, ESCos, biomass, climate change, fuel poverty and battery storage. Over 20 briefings and newsletters were issued.

A wide range of meetings took place with DECC, OFGEM, the Welsh and Scottish Governments and private sector suppliers to further the memberships interests.

Walker Morris continue to be APSE's main legal partner in the area of renewable energy and energy efficiency. UX Energy remain a key partner of APSE Energy and our relationship with We Link continues to flourish, as a result of their sponsorship of our big energy summit.

Our energy consultancy offering has continued to expand, doubling its turnover during the year. Projects include support around strategic energy policy, feasibility studies and individual generation projects.

A solar PV framework was established with Northumberland CC on behalf of APSE Energy members and a Toolkit for solar PV was written for APSE's members in Scotland.

Mark Bramah retired from APSE Energy towards the end of the year having established the service from a standing start. We wish him every success in the future.

Below: Delegates share ideas in the building maintenance workshop at the 2016 performance networks seminar



Staffing and Business Resources

The staffing complement continues to grow and develop in line with the business plan objectives. A new appraisal process was developed by the whole team in 2015 to align the organisational and individual objectives. This has proven successful with an increased take up of formal training and development, contributing to APSE's risk management and succession planning.

In February 2016 APSE achieved Silver Investors in People accreditation, work is ongoing to achieve gold status in line with the business plan objectives and the next assessment is scheduled for February 2017. The assessment indicated that APSE had 'A clear focus on excellence' with 'a clearly defined business model where roles are designed to deliver organisational objectives'. APSE has utilised organisation development tools to develop the organisation's culture and encourage staff engagement.

A corporate social responsibility strategy has been developed and APSE continues to be at the forefront of best practice, including being one of the first companies in Manchester to be accredited with the Living Wage Foundation.

In June 2015 the National Council approved the addition of a permanent Administrative Assistant to work in the Southern office to support the Principal Advisor. Mary-Anne Kamau was appointed and now provides support to Lorna Box in developing the offering in the Southern region.

Mark Bramah, Head of APSE Energy retired in March 2016. Mark commenced his role with APSE as a Principal Advisor in 1992, became Assistant Chief Executive in 2004 and became Director of APSE Energy in 2014, growing and embedding the new service area.

APSE's mission to be a 'Louder more influential voice' within the local government sector has been progressed due to the addition of a Communications Assistant in the Manchester office. Sophie Bannister has commenced the role and is continuing to grow APSE's national voice through various channels including social media and the national press.

APSE Solutions has increased its direct resource by adding an additional Senior Consultant to the structure. Patrick Knowles has joined the team to deliver direct work to clients. This has increased the volume of work delivered directly through APSE Solutions.

All staff continue to be supported in training and development and are encouraged to participate in health and well-being activities. Investment continues in the Association's infrastructure ensuring that office, IT and physical equipment continues to be fit for purpose.

Below: APSE Chief Executive Paul O'Brien, taking part in an interview on the BBC's Sunday Politics Show.



Section 4: Finances

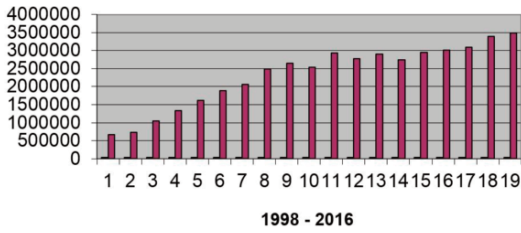
Revenue Account for the year ended 31 March 2016

Income	Note	APSE	APSE	APSE	Performance	Total	Total
		Energy	Solutions	Training	Networks	2016	2015
		£	£	£	£	£	£
National membership fees		606,889	108,571	-	758,582	1,474,042	1,361,242
Approved partners		29,036	-	-	-	29,036	25,741
Seminar income		379,779	1,513	-	62,833	444,125	485,917
Consultancy and training income		-	177,807	1,083,727	500	1,474,190	1,420,269
Special projects income		4,339	-	-	-	4,339	31,000
Publication sales		22,168	-	-	-	22,168	29,433
Miscellaneous income		8,937	6,922	2,000	-	17,859	18,193
Bank interest		18,328	-	-	-	18,328	19,465
Total income		1,069,476	294,813	1,085,727	212,156	3,484,087	3,391,260
Expenditure							
Establishment		661,579	184,570	232,949	106,404	1,533,415	1,316,746
Associates		-	154,536	761,018	56,598	999,206	1,026,285
Seminar costs		226,868	1,080	1,818	-	348,988	377,072
Meetings		35,329	3,500	759	11,883	53,530	45,825
Fringe meetings		12,597	-	-	-	12,597	10,082
Premises costs		39,208	7,298	10,948	7,298	96,647	81,067
Office costs		47,021	1,986	3,066	2,155	85,584	93,683
Printing and photocopying		132,620	-	-	-	186,843	179,945
Professional fees		15,250	-	-	-	98,895	95,161
Promotional/advertising		25,832	3,922	350	649	31,953	33,012
Bad debts		(740)	-	-	(1,423)	(3,977)	32,402
Depreciation		38,012	-	-	-	38,012	31,690
Miscellaneous		2,923	142	120	24	3,231	5,296
Development and special projects		-	-	-	-	-	-
Membership retention	4	51,997	-	-	-	51,997	92,607
Total expenditure		1,288,496	357,034	1,011,028	183,588	3,536,921	3,420,873
Net income/(expenditure) for the year		(£ 219,020)	(£ 62,221)	£ 74,699	£ 28,568	(£ 52,834)	(£ 29,613)

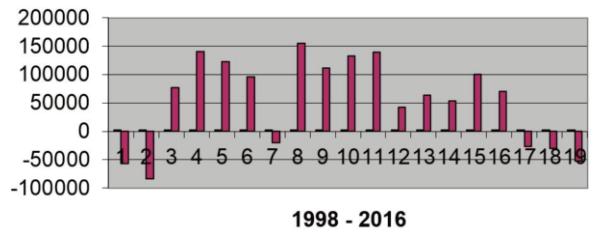
Balance Sheet as at 31 March 2016

	Note	2016	2015
		£	£
Fixed assets			
Tangible assets	5	35,397	58,055
Current assets			
Debtors	6	566,551	577,309
Current asset investments	7	1,036,339	1,018,896
Cash at bank and in hand		441,681	341,612
		2,044,571	1,937,817
Creditors: amounts falling due in less than one year	8	(642,118)	(505,188)
Net current assets		1,402,453	1,432,629
Total assets less current liabilities		£ 1,437,850	£ 1,490,684
Funds of the Association			
General reserves	9	1,437,850	1,490,684
Membership retention fund		-	-
		£ 1,437,850	£ 1,490,684

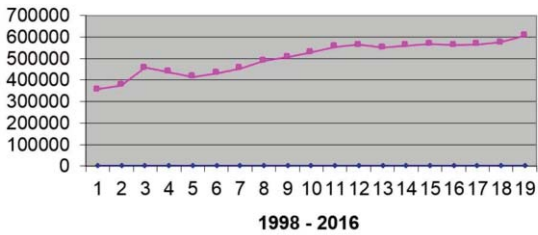
Turnover



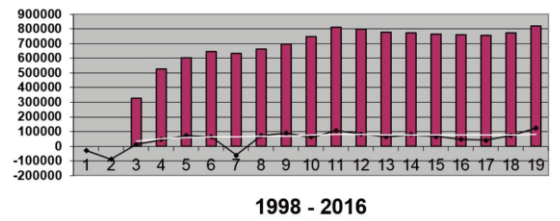
Surplus / (Deficit)



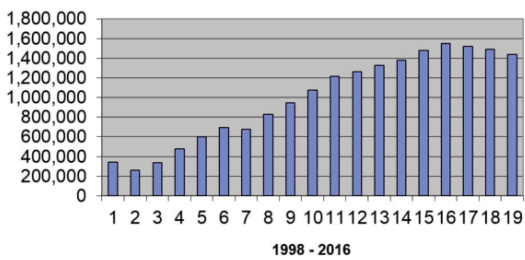
Subscriptions



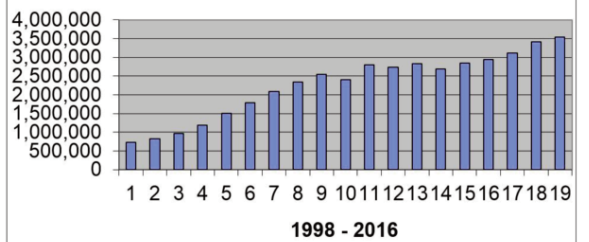
APSE performance networks



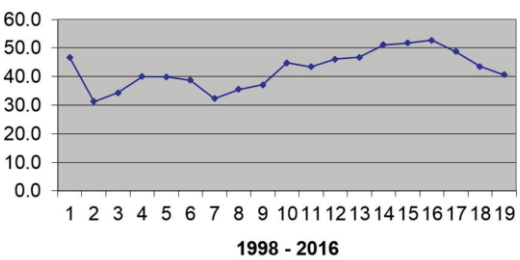
Reserves



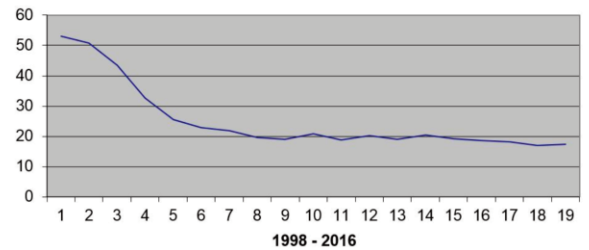
Expenditure



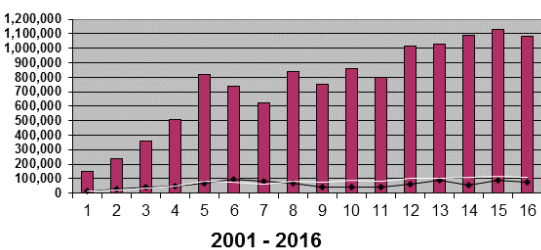
Reserves as % of expenditure



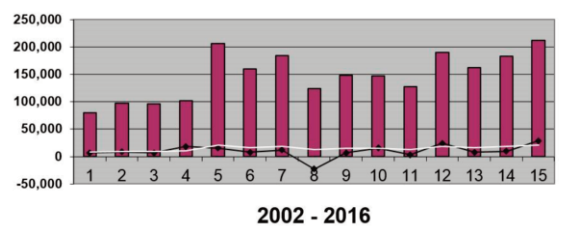
Subscriptions as % of turnover



APSE solutions



APSE training



Appendices



Appendix 1: APSE members 2015/16

Approved Partners: 14

Arena4Finance, Brigade Electronics Plc
CMS Window Systems, Colas Ltd, DAF
Trucks Limited, Enevo, IQSS, Nu- Phalt
Contracting Ltd, Radox Testing Services
Ltd, Scotshield Ltd, Stirling Lloyd, Walker
Morris, Websapx Limited, Zoeller Waste
Systems Limited

Associate: 13

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

APSE Central: 36

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, Hinckley & Bosworth BC
Kettering Borough Council, Leicester City
Council, Lichfield District Council,
Newcastle under Lyme Borough Council,
Northamptonshire County Council, North
East Derbyshire District Council, North
Warwickshire BC, NW Leicestershire District
Council, Nottingham City Council,
Nottinghamshire County Council,
Nuneaton & Bedworth Borough Council,
Rugby Borough Council, Shropshire
Council, South Derbyshire District Council,
South Northamptonshire Council, South
Staffordshire Council, Stafford Borough
Council, Stoke-on-Trent City Council,
Stratford District Council, Telford & Wrekin
Council, Walsall Metropolitan Borough
Council, Warwick District Council,
Warwickshire County Council,
Wolverhampton City Council

APSE Northern: 60

Barnsley Metropolitan Borough Council,
Blackburn with Darwen Borough Council,
Blackpool Council, Bolton Council, City of
Bradford Metropolitan District Council,
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 Kesteven District Council, North
Lincolnshire Council, North Tyneside
Council, North Yorkshire CC, 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, St Helens 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: 9

Antrim and Newtownabbey Borough
Council, Ards and North Down Borough
Council, Armagh, Banbridge and Craigavon
District Council, Belfast City Council Derry
City and Strabane District Council
Fermanagh and Omagh District Council,
Lisburn and Castlereagh City Council, Mid
and East Antrim District Council, Newry,
Mourne and Down District Council

APSE Scotland: 33

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,
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: 60

Basingstoke and Deane Borough Council,
Bath & North East Somerset Council,
Bedford Borough Council, Bournemouth
Borough Council, Brighton & Hove Council,
Bristol City Council, Buckinghamshire
County 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, Crawley Borough 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, Oxfordshire County 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,
Watford Borough Council, Winchester City
Council, Wokingham Borough Council.

APSE Wales: 19

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

Total: 244 members

Appendix 2: APSE performance networks members 2015/16

APSE Central

A1 Housing Bassetlaw Ltd, Ashfield District Council, 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, Hinckley & Bosworth Borough Council, Kettering Borough Council, Leicester City Council, Newcastle-Under-Lyme Borough Council, North East Derbyshire District Council, North Warwickshire Borough Council, North West Leicestershire District Council, Nottingham City Council, Nottinghamshire County Council, South Derbyshire District Council, South Staffordshire Council, Stafford Borough Council, Stoke-on-Trent City Council, Telford & Wrekin Council, Walsall Metropolitan Borough Council, Warwickshire County Council, Wolverhampton City Council

APSE Northern

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, 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, 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, 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 Metropolitan Borough Council, Wirral Metropolitan Borough Council, Wyre Borough Council

APSE Northern Ireland

Antrim & Newtownabbey Borough Council, Belfast City Council, Derry City and Strabane District Council, Fermanagh and Omagh District Council, Lisburn and Castlereagh City Council

APSE Scotland

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

1610 Limited, Bedford Borough Council Brighton and Hove City Council, Bristol City Council, Chelmsford City Council, Cheltenham Borough Council, City of

London, Cornwall Council, Cotswold District Council, Dorset County Council, Eastleigh Borough Council, Enfield London Borough, Exeter City Council, Guildford Borough Council, Hackney London Borough, Haringey London Borough, Huntingdonshire District Council, Ipswich Borough Council, London Borough of Hounslow, London Borough of Richmond upon Thames, London Borough of Tower Hamlets, Oxford City Council, Oxfordshire County Council, Plymouth City Council, Reading Borough Council, Royal Borough of Greenwich, Slough Borough Council, South Gloucestershire Council, Southampton City Council, Southend-on-Sea Council, Stevenage Borough Council, Stroud District Council, Swindon Borough Council, Tendring District Council, Thanet District Council, Thurrock Council, Transport for London, Vision Redbridge Culture & Leisure, Waveney District Council, Weymouth and Portland Borough Council, Wokingham Borough Council

APSE Wales

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, 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: 181 members

APSE energy members 2015/16

Aberdeen City Council, Barnsley Metropolitan Borough Council, Basingstoke and Deane District Council, Bradford Metropolitan District Council, Bridgend County Borough Council, Buckinghamshire County Council, Cardiff City Council, Cheshire East Council, City of York Council, Corby Borough Council, Cumbria County Council, Darlington Borough Council, Derbyshire County Council, Doncaster Council, Dudley Metropolitan Borough Council, East Dunbartonshire Council, East Riding of Yorkshire, Falkirk Council, Fife Council, Flintshire County Council, Gedling Borough Council, Glasgow City Council,

Gloucestershire County Council, Guildford Borough Council, Hartlepool Borough Council, Knowsley Metropolitan Borough Council, Lancaster City Council, London Borough of Hackney, London Borough of Havering, Luton Borough Council, Maidstone Borough Council, Middlesbrough Borough Council, Midlothian Council, Monmouthshire County Council, Newcastle City Council, North Ayrshire Council, North Yorkshire County Council, Northumberland County Council, Nottingham City Council, Nottinghamshire County Council, Orkney Islands Council, Oxford City Council, Peterborough City Council, Portsmouth

City Council, Preston City Council, Public Power Solutions/Swindon Borough Council, Reading Borough Council, Sefton Metropolitan Borough Council, Selby District Council, South Lanarkshire Council, Southampton City Council, Stevenage Borough Council, Stirling Council, Stockton-On-Tees Borough Council, Swansea City and County Council, Wakefield Metropolitan Council, Warwickshire County Council, Watford Borough Council, West Lothian Council, Wolverhampton City Council, Wrexham Council

Total: 61 members

Appendix 3: APSE National council members 2015/16

Current National Chair: Cllr Martin Reilly, Derry City and Strabane District Council

Current National Secretary: Ellen Cavanagh, Derry City and Strabane District Council

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

Past National Secretary: Martin Nicholls, City and County of Swansea

Prospective National Chair: Cllr Van Coulter, Oxford City Council

Prospective National Secretary: Rachel North, Tewkesbury Borough Council

APSE Central

Chair: Cllr Mark Pengelly, Corby Borough Council

Secretary: Caroline McKenzie, Gedling Borough Council

Vice chair: Cllr Elias Mattu, Wolverhampton City Council

Additional members:
Cllr Robin Brown, Northamptonshire County Council

Cllr Dave Trimble, Nottingham City Council

Cllr John Clarke, 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 County Council

APSE Northern Ireland

Chair: Cllr Martin Reilly, Derry City and Strabane District Council

Secretary: Ellen Cavanagh, Derry City and Strabane District Council

Vice Chair: Alderman Tommy Nicholl, Mid and East Antrim Borough Council

Additional members:
Cllr Patsy Kelly, Derry City and Strabane 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 Simon Letts, Southampton City Council

Secretary: Colin Rowland, Basingstoke and Deane Borough Council

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

Additional members:
John Harrison, Peterborough City Council
Joanne Gardner, Oxford City Council
Zena Cooke, London Borough of Tower Hamlets

APSE Wales

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

Secretary: Karen Armstrong, Flintshire County Council

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

Additional members:
Cllr Alex Aldridge, Flintshire County Council
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 2015/16

Advisory groups

Building Cleaning

Chair - Cllr Jackie Harris, Knowsley Metropolitan Borough Council

Catering

Chair - Cllr Julie Simpson, Gateshead Metropolitan Borough Council

Cemeteries and Crematoria Advisory Group

Chair - Cllr Tommy Lunny, North Lanarkshire Council

Environmental Health Advisory Group

Chair - Cllr David Sedgwick, Stockport Metropolitan Borough Council

Housing, Construction and Building Maintenance

Chair - Cllr Jim Docherty, South Lanarkshire Council

Local Authorities

Commercialisation, Income and Trading Network Advisory Group

Chair - Cllr David Trimble, Nottingham City Council

Parks, Horticulture and Grounds Maintenance

Chair - Cllr Terry Andrews of Newry, Mourne and Down District Council

Renewables and Climate Change

Chair - Cllr Robert Boswell, Preston City Council

Roads Highways and Street Lighting

Chair - Cllr Frank Anderson West Lothian Council

Sports and Leisure Management

Chair - Cllr Paul Gittings of Reading Borough Council

Vehicle Maintenance and Transport

Chair - Cllr Steve Pearce, Bristol City Council

Waste Management, Refuse Collection and Street Cleansing

Chair - Cllr Symon Fraser, East Riding of Yorkshire Council

Strategic forums

Citizen engagement and participation

Chair - Cllr John Kerr Brown, Warrington Borough Council

Commercialisation and Finance Professional Practice Group

Chair - Cllr Giles McNeil, West Lindsay District Council

Communities, neighbourhoods and localism

Chair - Cllr Paul Findlow of Cheshire East Council

Devolution and Powers

Chair - Cllr Simon Letts, Southampton City Council

Environment and sustainability

Chair - Cllr Van Coulter, Oxford City Council

Healthy communities

Chair - Cllr Robin Brown, Northamptonshire County Council

Property, asset management and regeneration

Chair - Cllr Thomas Kerrigan, Derry City and Strabane District Council

Appendix 5: Training, seminars, meetings and promotional activity 2015/16

In-house courses

Managing Contractors Safely 20.04.15
Tameside

Volunteer training in parks and open spaces 27.04.15 Gedling

Supervisory skills for team leaders in frontline services 27.04.15 Dundee

Health and Safety - Working on the Highway and Verges 19.05.15
Aberdeenshire

Health and Safety - Working on the Highway and Verges 20.05.15
Aberdeenshire

Supervisory skills for team leaders in frontline services 02.06.15 Guildford

CDM Regulations 2015 - New updates and changes 09.06.15 Dumfries and Galloway

Supervisory skills for team leaders in frontline services 19.06.15 St. Helens

Controlling Food Costs 02.07.15 Bolton

CDM Regulations 2015 - New updates and changes 13.07.16 Kingstown Works Ltd

CDM Regulations 2015 - New updates and changes 06.08.15 East Renfrewshire

Supervisory skills for team leaders in frontline services 27.08.15 East Lothian

Managing your time effectively 01.09.15
St. Helens

Supervisory skills for team leaders in frontline services 07.09.15 Belfast

Supervisory skills for team leaders in frontline services 08.09.15 Belfast

Principles of contract management 24.09.15 Warwick

Supervisory skills for team leaders (Cleaning & Catering) 16.10.15 Orkney Islands

Health and Safety - Working on the Highway and Verges 20.10.15 North Kesteven

General Power of Competence 28.10.15
NILGA

General Power of Competence 29.10.15
NILGA

Controlling Food Costs 02.11.15
Denbighshire

Waste Operatives and Supervisors 04.11.15 Midlothian

Waste Operatives and Supervisors 11.11.15 Midlothian

Health and safety in Waste and environmental services 16.11.15 Highland

Waste Operatives and Supervisors 18.11.15 Midlothian

Supervisory skills for team leaders in frontline services 18.11.15 Belfast

Supervisory skills for team leaders in frontline services 19.11.15 Belfast

Managing Allotments 23.11.15 Wirral

Waste Operatives and Supervisors 25.11.15 Midlothian

Project Management in Local Government 26.11.15 Fife

Waste Operatives and Supervisors 02.12.15 Midlothian

Controlling Food Costs 09.12.15
Birmingham

Supervisory skills for team leaders in frontline services 10.12.15 Belfast

Supervisory skills for team leaders in frontline services 11.12.15 Belfast

Parks and Ground staff training - Turf grass Surfaces 16.12.15 Harrow

Supervisory skills for team leaders in frontline services 07.01.16 Belfast

Skills to improve performance management 14.01.16 Barnsley

Handling difficult conversation with frontline staff 21.01.16 Monmouthshire

General Power of Competence 28.01.16
NILGA

Handing difficult conversations with customers 29.01.16 East Lothian

Lunchtime Supervisor Train the Trainer 18.02.16 Bradford

General Power of Competence 22.02.16
Derry & Strabane

Health and Safety - Working on the Highway and Verges 07.03.16 Rochdale

Supervisory skills for team leaders in frontline services 22.03.16 Rochdale

Supervisory skills for team leaders in frontline services 30.03.16 Fermanagh and Omagh

Public courses

Supervisory skills for team leaders in frontline services 15.04.15 Manchester

Vehicle Maintenance and Repairs 22.04.15
Central London

Identifying Damp, timber mould & structural problems 27.04.15 Glasgow

Managing Allotments 11.05.15 Stafford

Awareness of drugs and alcohol for managers and supervisors 18.05.15
Glasgow

Gas Safety Awareness 19.05.15
Manchester

Event Management 11.06.15 Central
London

Using Volunteers? What local authorities need to know? 07.07.15 Bristol

Awareness of drugs and alcohol for managers and supervisors 10.08.15
Manchester

Event Management 09.09.15 Manchester

Customer care in cemeteries & crematoria services - ICCM 11.09.15 Manchester

Supervisory skills for team leaders in frontline services 15.09.15 Bath

Handling difficult conversation with frontline staff 17.09.15 Glasgow

Project Management in Local Government 23.09.15 Leeds

Supervisory skills for team leaders in frontline services 09.11.15 Cardiff

Event Management 13.11.15 Birmingham

Using Volunteers? What local authorities need to know? 08.12.15 Birmingham

Supervisory skills for team leaders in frontline services 14.12.15 Manchester

Identifying Damp, timber mould & structural problems 19.01.16 Glasgow

Handling difficult conversation with frontline staff 25.01.16 Glasgow

Awareness of drugs and alcohol for managers and supervisors 27.01.16
Glasgow

Supervisory skills for team leaders in frontline services 03.02.16 Belfast

Event Management 09.02.16 Sandwell
Managing Allotments 14.03.16 Central
London

Masterclasses

Principles of contract management 16.04.15 Birmingham

Health and Safety - Working on the Highway and Verges 23.04.15 Central
London

Health and Safety in Waste and Environmental Services - Frontline supervisory level 15.05.15 Edinburgh

Health and Safety - Working on the Highway and Verges 05.06.15 Glasgow

Principles of contract management

10.06.15 Central London

Health and Safety in Waste and Environmental Services - Frontline supervisory level 23.06.15 Manchester

Health and Safety - Working on the Highway and Verges 10.07.15 Manchester

CDM Regulations 2015 - New updates and changes 29.07.15 Glasgow

ICCM - Legal and Practical Management of Cemeteries (Ensuring Compliance) 30.07.15 Nottingham

ICCM - Legal and Practical Management of Cemeteries (Ensuring Compliance) 03.08.15 Central London

Controlling Food Costs 24.09.15 Manchester

Health and safety in Waste and environmental services for managers 30.10.15 Birmingham

Health and Safety - Working on the Highway and Verges 20.11.15 Manchester

ICCM - Legal and Practical Management of Cemeteries (Ensuring Compliance) 30.11.15 Nottingham

Principles of contract management 09.12.15 Birmingham

ICCM - Legal and Practical Management of Cemeteries (Ensuring Compliance) 11.01.16 Central London

Health and Safety - Working on the Highway and Verges 13.01.16 Birmingham

Health and Safety - Working on the Highway and Verges 25.01.16 Cardiff

Health and Safety in Waste and Environmental Services - Frontline supervisory level 16.02.16 Glasgow

ICCM - Legal and Practical Management of Cemeteries (Ensuring Compliance) 23.02.16 Cardiff

Financial Management Awareness for Leisure Managers 25.02.16 Manchester

ICCM - Legal and Practical Management of Cemeteries (Ensuring Compliance) 01.03.16 Manchester

CHAMPS2 Overview for managers 02.03.16 Manchester

Principles of contract management 04.03.16 Central London

Effective Accident and Incident Investigations 11.03.16 Southampton

Hosted Public

Using Volunteers? What local authorities need to know? 22.05.15 Gedling

Using Volunteers? What local authorities need to know? 06.11.15 Leicester

Supervisory skills for team leaders in

frontline services 05.02.16 Flintshire

Hosted Masterclass

Health and safety in Waste and environmental services for manager's 21.05.15 Wolverhampton

Health and Safety - Working on the Highway and Verges in Northern Ireland 10.11.15 Fermanagh and Omagh

Health and Safety - Working on the Highway and Verges 17.02.16 Gateshead

Service specific national seminars

Annual seminar
2-3 September 2015, Swansea

National housing, building maintenance and construction seminar
8-9 October 2015, Leeds

Environmental service seminar
20-21 November 2015, Stratford

Performance networks seminar
3-4 December 2015, Blackpool

Catering, cleaning and facilities management seminar
28-29 January 2016, York

National roads, street lighting and winter maintenance seminar
3-4 March 2016, Newcastle

The big energy summit
26-27 May 2016, Warwickshire

Additional one day seminars

Cemeteries and crematoria seminar
17 May 2015, Warwick

Social media seminar
14 May 2015, London

Health and safety across the services
19 November 2015, Hamilton

Raising the game: Devolution, Transformation and Frontline Services
10 July 2015, Manchester

National transport and vehicle maintenance seminar
15 July 2015, Solihull

Balancing the books: Local council income generation, trading and charging
21 January 2016, Manchester

Winter maintenance seminar
1 October 2015, Bradford

Sports and leisure seminar
10 March 2016, Manchester

Street cleansing and streetscene conference

23 February 2016, Birmingham

Parks and grounds maintenance seminar

17 March 2016, Knutsford

National conferences and exhibitions

UNISON Local Government Conference
14-15 June 2015

LGA Annual Conference
30 June - 2 July 2015

London councils summit
21 November 2015

Regional seminars

Central

APSE Central annual general meeting
8 July 2015, North West Leicestershire

APSE Central event: Better Waste Management
16 December 2016, Gedling

APSE Central event: Swimming Pool Management
1 February 2016, Coventry

Northern

APSE Northern professional practice forum
29 April 2015, York

APSE Northern AGM and Semina: Neighbourhoods, housing and public realm
24 June 2015, Gateshead

APSE Northern: Housing, regeneration and public realm
16 March 2016, Durham

Northern Ireland

The first 100 days and beyond
3 July 2015, Ballymena

Sustainable development and the role of local authorities
13 November 2015, Craigavon

Economic development, job creation and sustainable communities - what impact can councils have
10 December 2015, Derry

Balancing the books
11 March 2016, Belfast

Scotland

Fleet, waste and grounds seminar

26-29 May 2015, Aviemore

Facilities management seminar

5 November 2015, Cumbernauld

Building and housing seminar

18-19 February 2016, Dunblane

South and South West

Taking the Commercial Road

3 June 2015, Oxford

Green space: Why we cant live without it

1 October 2015, London

Alternative Delivery Models for Social Care in the South

15 January 2016, Oxford

Moving Towards a Self-Sustaining Future

16 March 2016, Bristol

Wales

Strategic policy forum - service transformation

19 May 2015, Swansea

Strategic policy forum - service transformation

20 May 2015, Flitshire

Looking through a different lens: Are there alternative options for local government re-organisation in Wales?

15 July 2015, Llandrindod

Political party exhibitions

Liberal democrat party conference

September 2015

Labour party conference

September 2015

Conservative party conference

October 2015

Scottish labour party conference

March 2016

Scottish liberal democrat party conference

October 2015

Scottish national party conference

November 2015

Association of liberal democrat councillors conference

October 2015

Conservative councillors association

March 2016

Meetings held

National Council:

25 & 26 June 2015, York

1 September 2015, Swansea

11 December 2015, Derry

18 March 2016, London

Annual General Meeting:

2 September 2015, Swansea

Policy, Performance and Scrutiny Sub Committee:

5 November 2015, Manchester

19 February 2016, Dunblane

Full Association Meeting:

22 January 2016, Edinburgh

Below: Cllr Van Coulter, starts off a question and answer session



Appendix 6: Award winners 2015/16

APSE service awards 2015/16

Award	Winner
Best Employment and Equality Initiative	North Lanarkshire Council
Best Housing, Regeneration or New Build Initiative	Oxford City Council
Best Efficiency and Transformation Initiative	Plymouth City Council
Best Health and Well-being Initiative (including Social Care)	East Riding of Yorkshire Council
Best Partnership Working Initiative (Public / Private Partnership working)	Glasgow City Council
Best Partnership Working Initiative (Public / Public Partnership working)	South Staffordshire District Council
Best Entrepreneurship, Income Generation or Commercialisation Initiative	Warwickshire County Council
Best Community and Neighbourhood Initiative (including Community Safety)	Stockton-on-Tees Borough Council
Best Innovation or Demand Management Initiative	Aberdeen City Council
Best Renewable Energy or Energy Efficiency Initiative	Cornwall Council
Best Service Team of the Year: Construction and Building Service	Wrexham County Borough Council
Best Service Team of the Year: Catering Service	North Ayrshire Council
Best Service Team of the Year: Building Cleaning and Facilities Management Service	Stockport Homes
Best Service Team of the Year: Highways, Winter Maintenance and Street Lighting Service	Falkirk Council
Best Service Team of the Year: Transport and Fleet Service	Fife Council
Best Service Team of the Year: Waste Management and Recycling Service	City and County of Swansea
Best Service Team of the Year: Street Cleansing and Streetscene Service	Nottingham City Council
Best Service Team of the Year: Parks, Grounds and Horticultural Service	London Borough of Richmond upon Thames
Best Service Team of the Year: Cemetery and Crematorium Service	Salford City Council
Best Service Team of the Year: Sports, Leisure and Cultural Service	East Riding of Yorkshire Council
Overall Council of the Year in Service Delivery	Oxford City Council

APSE apprentice awards 2015/16

Award	Winner	Authority
Highways and street lighting	Francesca Lawton-Vaughan	Tameside Metropolitan Borough Council
Rising star: Highways and street lighting	Dave Fothergill	Newcastle City Council
Male Building skills	Riley O'Sullivan	St Leger Homes
Female Building Skills	Emily Whitecross	East Lothian Council
Male Mechanical and Electrical	Ryan Gagg	Kingstown Works Ltd
Professional services category	Mitchell Galloway	Newcastle City Council
Horticulturist	Sasha Fraser	Oxford City Council
Transport and Vehicle Maintenance	Adam Wallace	Fife Council
Scotland Housing and Building – 1st Year	Ryan Fair	Fife Council
Scotland Housing and Building – 2nd Year	Graeme Baird	Aberdeen City Council
Scotland Housing and Building – 3rd Year	James Hamilton	Mears (North Lanarkshire Council)
Scotland Housing and Building – 4th Year	Emily Whitecross	East Lothian Council
Scotland Housing and Building – Non-Trade	Donna Smith	Fife Council

APSE striving for excellence awards 2015/16

Award	Winner
Fleet services	Dumfries & Galloway Council
Parks, Grounds and Street services	Aberdeen City Council
Waste and Recycling services	Falkirk Council

APSE performance networks awards 2015/16

Service area	Best performer	Most improved performer
Building cleaning	Midlothian Council	North Ayrshire Council
Building maintenance	Falkirk Council	A1 Housing Bassetlaw Ltd
Cemetery and crematorium services	Wigan Metropolitan Borough Council	N/A (new service area)
Education catering	Manchester City Council	Doncaster Metropolitan Borough Council
Environmental Health	North Lanarkshire Council	N/A (new service area)
Parks, open spaces and horticultural services	Conwy Borough Council	Broxtowe Borough Council
Refuse collection	Kettering Borough Council	Oxford City Council
Roads, highways and winter maintenance	Slough Borough Council	Inverclyde Council
Sports and leisure facility management	Goole Leisure Centre - East Riding of Yorkshire	Victoria Leisure Centre - Nottingham City Council
Street cleansing	Eastleigh Borough Council	Darlington Borough Council
Street lighting	Denbighshire County Council	East Riding of Yorkshire
Transport, operations and vehicle maintenance	North East Lincolnshire Council	Fife Council



Above: Finalists of the APSE Environmental Services Apprentice of the Year Awards 2015, held at Ettington Chase Hotel, Stratford Upon Avon

Appendix 7: Briefings and research 2015/16

Briefings

15-16, **FlyMapper: A free reporting tool for local authorities to record and manage flytipping crime**, April 2015

15-17, **An overview of local government in Scotland 2015 (Accounts Commission report)**, April 2015

15-18, **Scottish Government Climate Change Required Reporting Order 2015 Consultation**, April 2015

15-20, **Changes to Construction (Design & Management) Regulations 2015**, April 2015

15-22, **Schools Meals and Ofsted**, April 2015

15-23, **Scottish Environmental Protection Agencies Flood Risk Management Planning Consultation**, April 2015

15-24, **Equality Evidence Toolkit for Public Authorities**, April 2015

15-25, **Annual Local Authority Road Maintenance (ALARM) Survey 2015**, May 2015

15-26, **Long term void properties survey**, May 2015

15-27, **Local Authority Refuse and Recycling Services: State of the Market Survey Report 2015**, May 2015

15-28, **Local Authority Parks and Green Space Services: State of the Market Survey Report 2015**, May 2015

15-29, **Natural Capital**, May 2015

15-30, **Performance Duties in Northern Ireland – the ‘what’, ‘where’, ‘who’, ‘why’, and ‘when’ of continuous improvement**, June 2015

15-31, **The Duty of Performance Improvement in Northern Ireland – Environmental Services**, June 2015

15-32, **Building Cleaning Support Packages**, July 2015

15-33, **The Need for Integrated Weed Control**, July 2015

15-34, **Giant Hogweed identification, threats, responsibilities and treatment solutions**, July 2015

15-35, **Adopting a sensible approach to the issuing of Fixed Penalty Notices (FPN's)**, July 2015

15-36, **Barbecues in Public Parks**, July 2015

15-37, **DVLA Driving Licence Changes (June 2015)**, August 2015

15-38, **Local Authority Allotment Services: State of the Market Survey Report 2015**, August 2015

15-39, **Creating a Fairer Scotland - Employability Support (Scottish Government Consultation)**, August 2015

15-40, **Fleet maintenance remuneration and market supplements**, August 2015

15-41, **Holiday Hunger**, August 2015

15-42, **The Spending Review and Highways funding update**, August 2015

15-43, **Findings from a report into the impacts of reduced street lighting**, August 2015

15-44, **The Duty of Performance Improvement in Northern Ireland – Sports and Leisure Services**, August 2015

15-45, **Renewables and energy efficiency update**, August 2015

15-46, **The Duty of Performance Improvement in Northern Ireland - Corporate Performance**, August 2015

15-47, **A critical review of evidence related to handarm vibration syndrome and the extent of exposure to vibration – a HSE Report**, September 2015

15-48, **The Duty of Performance Improvement in Northern Ireland – Cultural Services**, September 2015

15-49, **Consultation on the Draft Code of Audit Practice for Local Government Bodies in Northern Ireland 2016**, September 2015

15-50, **Changes to Business Rate Retention**, October 2015

15-51, **Local Authority Building Cleaning Services: State of the Market Survey Report 2015**, October 2015

15-52, **Local Authority Catering Services: State of the Market Survey Report 2015**, October 2015

15-53, **Local Authority Sports and Leisure Services: State of the Market Survey Report 2015**, October 2015

15-54, **Charter for Household Recycling in Scotland**, November 2015

15-55, **Autumn Spending Review - reissued**, November 2015

15-55, **Autumn Statement and spending review 2015**, November 2015

15-56, **Government Funding for Pocket Parks**, November 2015

15-57, **Three weekly residual waste collection service (003)**, December 2015

15-58, **Evaluation of universal Free School Meal (FSM) provision for P1 to P3 in Scotland: Update**, December 2015

15-59, **Care Act 2014 (Part 1) - A PESTLE Impact Analysis**, December 2015

15-60, **'Travel time is working time' - implications for mobile working**, December 2015

15-61, **Cemeteries and Crematoria: Trend analysis 2014/15**, December 2015

15-62, **Parks, Open Spaces and Horticultural Services: Trend analysis 2014/15**, December 2015

15-63, **Street Cleansing: Trend analysis 2014/15**, December 2015

15-64, **Local authority income generation, trading and charging: State of the Market Survey Report 2015**, December 2015

15-65, **Environmental Health Performance Information for 2015**, December 2015

15-66, **Norovirus and the cost of absence to the public sector**, December 2015

15-67, **Education Catering Trend analysis**, December 2015

15-68, **Sports & Leisure Trend analysis**, December 2015

15-69, **Building Cleaning Trend analysis**, December 2015

15-70, **Transport Trend analysis**, December 2015

16-01, **Local Authority Housing, Building Maintenance and Construction: State of the Market Survey Report 2015**, January 2016

16-02, **SWITCH (Scottish Waste Industry Training, Competency, Health & Safety) Forum**, January 2016

16-03, **Improving air quality in the UK**, February 2016

16-04, **The Housing and Planning Bill 2015-16 and related issues**, February 2016

16-05, **The Duty of Performance Improvement in Northern Ireland – Environmental Health Services**, February 2016

16-06, **Growing the health and well-being agenda**, February 2016

16-07, **Occupational health risk management in construction**, February 2016

16-08, **APSE response to the draft Local Government (Wales) Bill**, March 2016

16-09, **Local Authority Street Cleansing: State of the Market 2016**, February 2016

16-10, **Managing Legionella – a case study**, March 2016

16-11, **Scottish House Condition Survey: Key Findings 2014**, March 2016

16-12, **Budget 2016: What it means to local Councils**, March 2016

Publications and research

Homes for all: Ensuring councils can deliver the homes we need, May 2016

Sustainable local government finance and liveable local areas: Can we survive to 2020?, March 2016

The final piece of the jigsaw: Elected members, everyday politics and local democracy in Scotland, February 2016

Park Life Street Life, August 2015

Municipal Energy, August 2015

Waste: A brave new world, August 2015

Ensuring action on health and wellbeing, August 2015

Housing the Nation, June 2015

Appendix 8: APSE solutions client list and APSE partners 2015/16

Associates

Andrew Uprichard, Andy Mudd, Bernard Sheridan, Chris Frake, Colin McInnes, Dave Henrys, Geoff Lewis, Graham Antill, James Johnstone, John Bedwell, John Byford, Julie Pickering, Ken McAnespie, Lesley Davis-Inglis, Matthew Heath, Melvin Swallow, Michael Cockburn, Nic Cox, Peter Connell, Peter Linsell, Peter Moffatt, Philip Osborne, Richard Hayes, Rob Bellamy, Rudy Imhoof, Steve Harris, Steve Tindall, Sue Finnigan, Vivianne Buller

APSE solutions clients

Ashfield, Association of Port Health Authorities, Bath and North East Somerset, Bedford, Belfast, Birmingham, Cambridgeshire, Camden, Cheshire West & Chester, Cheshire West & Chester /Edsential, Chesterfield, Copeland, Corby, Derbyshire, Doncaster, Dumfries and Galloway, Edinburgh, Edinburgh Ernest Young, Ellistown & Battleflat Parish council, Enfield, Fife Council, Glasgow Clyde College, Harrogate, Hull, Huntingdonshire, Hyndburn, Islington/Enevo, Lancaster, Manchester, Midlothian, Neath Port Talbot, North Ayrshire, North Tyneside, Northamptonshire, Nottingham, Pembrokeshire County Council, Reading, Sheffield, Slough Borough Council, SOAS - University of London, Somerset Unison, South Derbyshire, Southampton, Southend on Sea, St Helens, Stoke on Trent Council, Swansea, Tewkesbury, Thanet, Ubico, Unison, Unison - Hinchingsbrooke Hospital, Unison - Merthyr Tydfil, Unison 5 Councils, Wakefield/Flintshire/Gateshead, West Lindsey, Whitwick, Wigan, Wigan Council, Wirral, Wolverhampton Unison, Worcester

Appendix 9: Staff and resources



Councillor Martin Reilly

National Chair 2015/16

Cllr Martin Reilly is a Derry and Strabane Councillor and a member of APSE Northern Ireland.



Ellen Cavanagh

National Secretary 2015/16

Ellen is Head of Corporate Admin & Performance Improvement at Derry and Strabane



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.



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.



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.



Debbie Johns

Debbie is Head of APSE performance networks. She is responsible for the growth and development of the service and its operational management.



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.



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.



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.



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.



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.



Louise McMelville

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



Wayne Priestley

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



Gayle Gibson

Gayle is the Senior Consultant with APSE solutions.



Paddy Knowles

Paddy is Senior Consultant with APSE solutions



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.



Jennifer Stanley

Jennifer 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.



Mary-Anne Kamau

Mary-Anne is an Administrative Assistant in the APSE Oxford office

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