



annual report 2017



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Preface

It has been a real honour to be asked to step into the role of National Chair of APSE over the past few months, however it is obviously not in circumstances that any of us wanted following the tragic early death of a good friend and colleague Councillor Van Coulter at only 57 years of age. Van was so proud of having been elected to the Chair's role and was undertaking his duties with great vigour and aplomb prior to his passing back in March.

Van had set out a number of priorities that he wanted APSE to focus on during his year in office, which he outlined at last year's annual general meeting. Firstly, he wanted to ensure that APSE concentrated on its membership by providing services and support that remains relevant and helpful within the rapidly changing environment that local government operates within. Secondly, that APSE pursued a wide-ranging research programme but with a particular focus on housing, which Van was very passionate about. His experiences in Oxford, which has some of the least affordable housing in the UK, meant that he was a strong advocate for creative and innovative solutions to the housing crisis. Thirdly, that despite Brexit, APSE continues to look outwith the UK's borders into Europe and beyond for excellence and innovation in public services. Shortly before his untimely death Van had visited Barcelona to participate in a worldwide research study into governance under austerity. I hope the information displayed throughout this report shows that I have made sure the work that Van had started was finished over the last twelve months.



Visiting the areas and regions of APSE over the past months has given me a great insight into the valuable work that APSE undertakes and the spirit of trust and goodwill that exists amongst its membership and networks. I have also seen the great work that APSE's staff does to keep its membership informed, help with analysis and ideas and to make sure that our members views are heard at Government level and beyond. Thanks to each and every one of you for your efforts and hard work in making APSE such a successful organisation.

Over the last few years APSE has had an ambition to become a louder more influential voice in the sector and with television, radio and newspaper coverage it continues to raise its profile. A great deal of effort has also been made with regard to social media and APSE continues to grow and expand its presence in this area. The research programme continues to grow and expand with major projects during the last year including, employment; productivity; finance; electricity; housing; the workforce; alternatives to reorganisation; devolution; democracy and governance; commercialisation of property portfolios; municipal entrepreneurship and neighbourhoods.

As National Secretary, Rachel North of West Sussex County Council has been a great source of advice to me and I would like to take this opportunity to thank her and recognise her input. I would also like to recognise the excellent work of my colleagues on APSE's National Council who set the strategy of the organisation and ensure that it is governed in such an effective manner to deliver the outcomes that chime with the memberships needs.

Rather fittingly this year's annual conference will be held in the city that Van called home, Oxford and I hope to see lots of you there in September. The programme will of course have many high-profile speakers from local government and beyond discussing the issues that are most important for the sector at present and in the future. I am sure that next year's Chair Councillor Archie Dryburgh and his National Secretary Ronnie Dempster, both of Dumfries and Galloway Council, will take APSE forward again and I wish them every success for their year.

APSE has continued to make great progress during the past year in representing its membership and providing them with the knowledge research and advice they require in the often-complex world of local government. As my year comes to an end as National Chair I am looking forward to continuing on APSE's National Council to support colleagues from across the UK and to remain part of an organisation that offers so much to my own council in terms of access to a bank of knowledge and information that is unsurpassed in local government.

A handwritten signature in black ink, appearing to be 'S Letts'.

Cllr Simon Letts
APSE National Chair

Foreword

Being a membership owned organisation means that APSE's strategy and the policies we pursue are never too far away from those of our members interests. As austerity has bitten local government harder and harder over the years those interests and the challenges the membership face have become increasingly difficult and APSE's role has become ever more important in facilitating the exchange of knowledge, ideas and innovation to address these issues. With resources at a premium in local government many view the role that APSE plays in terms of providing advice and policy ideas as being integral to how they operate and make decisions.

The previous comprehensive spending review mapped out an increasingly difficult financial situation for local government over the coming years. We know that by 2020 UK local government expenditure will have dropped by 30% on what it was in 2010 and that it will be at its lowest point as a percentage of UK gross domestic product in 70 years. The last year has seen many major changes in the wider public policy world with the referendum on European union membership resulting in the Brexit vote, the continuation of devolution to some English regions and the recent General Election. Whilst the implications of these changes for local government remain to be seen it doesn't appear as if they will alleviate any of the pressure that the sector has found itself under and finances are likely to continue to worsen before they get better. In this environment, local authorities are continuing to work towards developing more of their own finances through a variety of alternative approaches.

APSE continues to focus its research and general work on providing support and answers to these often complex problems. National Council has made investing in research a priority and our strong relationship with De Montfort University has given us the platform to be expansive in our commissioning of projects from many of the best think tanks and organisations within the sector. Our portfolio of services, membership resources; performance networks; solutions; training and energy, ably supported by our business resources team, work extremely hard providing the knowledge, support and information required to meet the challenge posed by hugely difficult public policy conundrums.

Over the years APSE has been at the forefront of thinking on commercialisation and developing the concept of municipal entrepreneurship through our research; seminars; briefings; consultancy; training and energy work. With finance at a premium APSE has continued to focus on efficiency; innovation; income generation and managing demand as areas of interest for local government. With local authorities looking to grow their council tax base through new build housing, generate additional revenue through investing in assets and property portfolios, selling services by trading and charging and seeking economic growth to support business rate expansion, APSE has focused attention on highlighting creative ideas for the benefit of all members.

APSE remains financially strong as an organisation due to National Council having followed a strategy of investing in membership retention, and in comparison, to other comparable organisations in the sector, keeping subscriptions, fees and charges lower than alternatives. APSE set a growth strategy of 15 to 20% for the business planning period of 2014-17 and with accounts now closed its good to be able to report that growth surpassed 25%, with turnover now exceeding £4m. The last year also seen the approval of a business plan for 2017-20.

The previous business plan also held an aspiration to create a world class workplace for the excellent staff of APSE to work within. At the start of that plan we held the basic standard of investors in people(IIP), over the past three years we have gone from Bronze to Silver and finally this year achieved Gold status as an organisation. The next business plan sets out to achieve Platinum status.

Finally, I would like to thank the late Councillor Van Coulter and Councillor Simon Letts for their collective work in the role of National Chair of APSE over the last year and successfully leading APSE during this period. It only remains for me to commend this report to APSE's membership.



Paul O'Brien

Paul O'Brien
Chief Executive



Councillor Van Coulter **17 April 1959 – 13 March 2017**

APSE's National Chair, Cllr Van Coulter, passed away suddenly on Monday 13 March 2017, in his home city of Oxford, at only 57 years of age. The following is a tribute from APSE's Chief Executive.

Some knew Van as a friend, a neighbour, a family member or a local Councillor, in APSE we knew Van as the Chairman of our National Council, the Head of our family of 25,000 Councillors and Officers who work in local government across the UK.

Van was elected to that role last September by his colleagues within our network as he was recognised as not only being highly intelligent and articulate but also because of his passion for public services generally and local government in particular. Over the past few years Van had become hugely influential in APSE by strenuously advocating for the things he cared about, tackling inequality, promoting social justice, seeking affordable housing for all and ensuring that climate change and the problems it creates were never forgotten. He often orated about these matters through the lens of Oxford and was very proud of the work he and colleagues on the City Council were doing to provide solutions. He also had a mind like an encyclopaedia in terms of facts, figures and examples of what was going on across the world.

In the weeks following Van's death, I received hundreds of messages, from across the political spectrum, of condolence and sympathy from around the local government community, to which Van was so well known. I received letters from the President and Chief Executive of the Convention of Scottish Local Authorities; the board members and Chief Executive of the Northern Ireland Local Government Association and the Professor in charge of an international study into the impact of austerity on major world cities that Van had been involved in on behalf of APSE. Wherever Van went he made an impression and he wasn't and will not be forgotten.

Van and myself had travelled together many times together in the last year having went not only all over the UK but even to Barcelona. During that time we shared many stories and I feel I really got to know him and the things he cared about. I have mentioned earlier about some of the big policy conundrums we often discussed but I also know he was equally passionate about his family, in particular his Dad Tom, and his Son Daniel.

Van was a kind and considerate man who would always be the first to ask after your own family and how you were. We have heard when tragedy strikes in this great country of ours how people talk about losing one of their own. Well that is truly how we feel across the local government family, Van you were a true gentleman, a leader with a huge intellect and you will be sorely missed by all who had the privilege of knowing you.

Section 1: The year in profile

This year's policy environment has been dominated by two particular issues, the on-going tightening of local government finance as a result of the Government's austerity programme and Brexit.

Brexit

Many commentators have made the link between the public becoming disillusioned with austerity and the 2016 vote to leave the European Union. The public feeling that they were not necessarily getting a fair share of resources spent in their local area and that the taxes they were paying were being spent somewhere else. The opinion poll APSE commissioned from Survation towards the end of 2016 further highlighted a growing disenchantment among the population with a large percentage of respondents calling for more money to be spent locally rather than nationally. Analysis of the 2017 General Election has also drawn the conclusion that austerity has gone on for too long and bitten too hard.

Finance

Worryingly local government finances are scheduled to worsen in the lead up to 2020 resulting in an overall 30% drop in UK local government expenditure from 2010. This drop means that the amount of money spent by local government as a percentage of UK gross domestic product will have dropped to 5.7%, its lowest share since 1948. It's against this financial backdrop that many frontline local government services have struggled to survive in their current format. English local government has faced the added concern of moving towards a more self-financing approach by 2020. Scottish local government has also seen significant budget cuts in the past year, with Wales and Northern Ireland also feeling the effects of on-going austerity.

Commercialisation

Financial constraints and the move towards increased self-financing has seen authorities across the UK increasingly embrace the notion of commercialisation, looking to act more entrepreneurially, innovatively and generate income through their own efforts. This has moved way beyond the idea of utilising a bit of surplus capacity to generate some additional income or selling some services. Many have looked to growing their housing stock to increase their council tax base, make investments in property portfolios to generate returns and to expand their local business rate yield by supporting local economic growth.

Devolution

The last year has seen a significant step in the devolution process with the Cities and Devolution Act 2016 reaching the statute books and a number of regions of England creating combined authorities. May seen the election of Mayors to run these new structures which aim to deliver on strategic issues that they have negotiated 'unique' deals with Government on. These include responsibilities to deliver on economic growth, transport infrastructure and health and social care integration. The Welsh Assembly Government abandoned plans for enforced local government reorganisation during the year.

Social Care

Growing demand for adult and children's services continues to soak up local authority resources and place pressure on the budgets available for other frontline services. Whilst Government moves to provide over £2B of additional funding over the next two years and the potential allowance of up to a further 2% precept on council tax is welcome, this still falls a long way short of tackling fundamental financial problems created by an ageing population.

Housing

Housing remains a high profile public policy issue with a widely reported crisis in terms of a lack of housing, the affordability of it and the mix of types of property available. APSE published its third research report with the TCPA, 'Building homes, creating communities', calling for Government(s) to recognise the key role that local government can play in tackling the crisis by allowing councils to build affordable social housing once again on a significant scale. This will require clarity of approach from Government, freedoms to borrow or direct funding and reviews of current planning policy. In the meantime, many local authorities are getting on with building homes in their local areas by creating wholly owned housing companies. The recent General Election campaign appeared to bring about a consensus amongst the main political parties that there will be no solution to the housing crisis without the involvement of local government and social housing.

Neighbourhood Services

APSE's work during the year with leading opinion pollsters Survation, demonstrated the high esteem that local people

hold their frontline neighbourhood services in, however, it also identified that residents were starting to notice the impact of austerity upon them. Environmental services, roads and parks are all the highest profile and most valued services by local residents, they are also the very services that appear to have received the brunt of funding reductions over the last few years. Many warnings have been given about local governments ability to continue to deliver services in these areas if funding continues on the current trajectory. Councils are operating creatively and innovatively to offset cuts by generating income. APSE has also been involved in the work to develop litter strategies in both Scotland and England.

Municipal Energy

Interest in renewable energy and energy efficiency continues to grow with Bristol Council adding their own municipal energy company during the year following on from Nottingham City Council establishing Robin Hood Energy the year before. Liverpool also launched the Leccy company. APSE Energy remains at the forefront of interest in council interest in the energy sector with its 70 member authorities leading the charge. Interest in solar has been renewed as a result of advancements in battery storage technology. This has also meant electric fleet is also growing in popularity with charging infrastructure being rolled out in many areas.

Selling services to schools

The continued fragmentation of education continues to pose problems for those who provide services to schools, property maintenance; school meals; grounds maintenance; janitorial and cleaning. Academy chains and free schools are creating challenges to traditional delivery models. Concerns remain that funding for Universal Infant Free School Meals will be time limited. APSE continues to provide the secretariat support to the all-party parliamentary group on school meals.

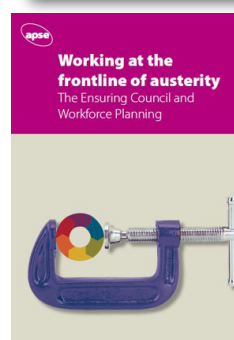
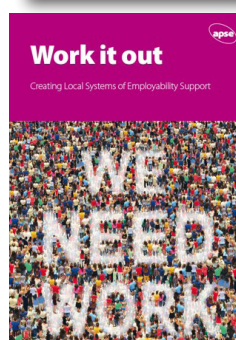
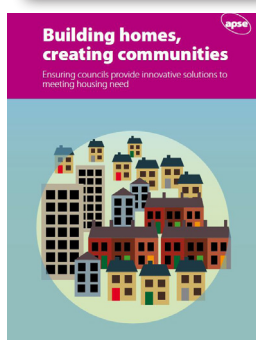
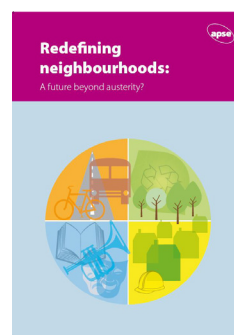
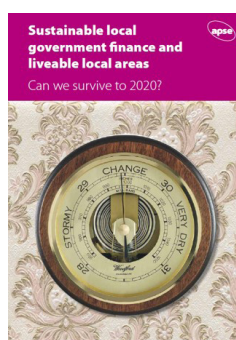
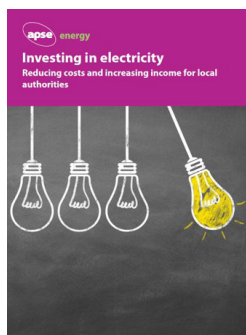
Highways

Government have put in place a scheme which incentivises performance of highways authorities across England. This links a funding ratio to performance with funding increasing or decreasing accordingly in coming years. APSE has developed good links with the Department of Transport to ensure APSE members fully understand the scheme and their views are represented.

Workforce

Local government's workforce requirements continue to evolve with an expectation amongst senior staff to grow skills around being more entrepreneurial and commercially competent. Concerns remain about the age profile of staff and attempts to encourage people to take up a career in local government. Fears persist about staffing levels in many frontline areas when Brexit starts to roll out, having already seen many reductions as a result of austerity.

APSE Publications





Olympian Steve Parry delivering a motivational speech at the Annual Seminar 2016



National Secretary Ellen Cavanagh welcomes delegates to the APSE Service Awards 2016

Below: The Big Energy Summit 2017



Section 2: A focus on APSE in your area

APSE Central

Councillor Mark Pengelly from Corby Borough Council was voted in as the new Chair for 2016 / 17 with Councillor Elias Mattu from City of 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, there were also two APSE Energy summits held in the region and the AGM held at Gedling Borough Council, Arnold.

Numerous seminars, events and training courses were held across the region during the year. A number of central region members were successful in winning APSE service awards, including Rushcliffe, Nottingham City, Birmingham City, Warwickshire County and Derby City. Nottingham City Council won the prestigious 'Overall Council of the Year in Service Delivery' award in 2016.

APSE Northern Ireland

Councillor Martin Reilly was Chair with Ellen Cavanagh as Secretary of APSE Northern Ireland for 2016 / 17. Both are from Derry City and Strabane District Council.

APSE Performance Networks continues to provide ongoing support to its members in Northern Ireland helping them meet the challenges of the new performance framework. A number of workshops and performance events have been hosted for authorities to assist in both data collection and in developing new performance indicators. APSE Northern Ireland has also held a number of membership events with a focus on environmental services, community development and performance management including the AGM and free seminar held on 1 July 2016 in Ballymena.

APSE also delivered specific training courses, including a popular course on the use of the new General Power of Competence, introduced to councils under the auspices of the Local Government Northern Ireland Act 2014.

2017 has also seen the return of the Northern Ireland Local Government Awards. APSE is working in partnership with NILGA and is coordinating the awards judging. The return of the awards marks a welcome step following the transition to the new councils. The coming year will see further developments with a work programme including a series of events for APSE members on environmental services, culture and leisure and community planning.

APSE Northern

APSE Northern has had another busy and successful year under the Chairmanship of Cllr John-Kerr Brown of Warrington Borough Council and the Regional Secretary, John Coates of North Lincolnshire Council.

Events have included a well-attended forum on environmental services, which was held in Liverpool, a thought-provoking meeting on the transformation and collaboration agenda for public services in Gateshead, and most recently, the City of York was the venue for the discussion on how front-line local authority services are playing a major part in improving the nation's health and well-being. This latter forum also included the regional AGM.

2017 / 18 will look to hold more successful events and forums across the region, which will address the most up-to-date issues facing local authorities and highlight how councils are tackling them.

APSE Scotland

Councillor Jim Docherty and Dougie McMillan from South Lanarkshire Council were Chair and Secretary of APSE Scotland for 2016 / 2017. APSE continued to directly engage with the Scottish Government, Zero Waste Scotland, CoSLA, the Improvement Service and others. APSE continues to sit on the steering group for the Scottish Government Code of Practice on Litter and Refuse and the SWITCH (Scottish Waste Industry Training, Competency, and Health & Safety Forum).

APSE Scotland held extremely well attended fringe events at both the SNP and Scottish Labour Party conferences, with the fringe meetings focusing on our current research "Doing Local Politics", which draws attention to what it takes to do local politics and the everyday practices of local decision-making. The research sets out to answer a number of key questions including, what is it that local councillors do when they go about their work? How do officers understand their role and engage within and beyond the council? And how do communities connect with local councils and interact with councillors and officers?

The APSE team in Hamilton also facilitated a very successful advisory group and seminar calendar which included our Scottish Facilities Management seminar held in Glasgow, which was opened by our keynote speaker Shirley Spear, Chair of the Scottish Food Commission.

APSE Southern

The role of Chair for APSE Southern 2016 / 17 was held by Cllr Simon Letts, Southampton City Council with the role of Secretary being undertaken by Colin Rowland, Basingstoke and Deane Borough Council. Further to the sad passing of Cllr Van Coulter in March, Cllr Letts has also served in the role of APSE National Chair from March 2017 onwards.

Throughout 2016 / 17, the region's advisory groups attendance has continued to build with a 45% increase in attendance over all service areas. It has also created opportunities to connect with colleagues in the civil service to debate and discuss emerging policy from Whitehall and Central Government. The region also hosted 6 larger, conferences, including APSE's new Social Care Forum.

We were delighted to welcome the following authorities into APSE membership in 2016 / 17:

St Albans District Council, Aylesbury Vale District Council, South Hams District Council, West Devon Borough Council, London Borough of Ealing, West Sussex County Council, Central Bedfordshire Council

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 2016 / 17.

A busy year included advisory group meetings in Llandrindod Wells on Renewables & Climate Change, Catering and Cleaning, Environmental Services and Highways, as well as a seminar on successful town centre regeneration in Flint. The AGM was held in conjunction with a seminar on local Government reorganisation; a policy against which APSE argued and published an alternative. The policy has since been discarded by the Welsh Assembly. Wayne Priestley supported APSE Wales as Principal Advisor, handing over to Rob Bailey at the start of 2017. APSE has fostered close working relationships with the Welsh Local Government Association and responded to the Welsh Government Consultation on Shared Services

Below: Delegates take part in the User participation in improving service delivery thematic forum lead by APSE Associate Maxine Moar at the Performance Networks seminar 2016



Section 3: Organisation and services

Research

APSE's research programme continues to gather pace with a major focus on the issues at a strategic and operational level that are affecting local authorities. 2016 / 17 seen the launch of 9 major pieces of research. Our partnership with De Montfort University and our framework built around the Ensuring Council has kept a co-ordination and consistency to the research projects which APSE commissions.

'Sustainable local government finance and liveable local areas – can we survive to 2020?' a report for APSE by the New Policy Institute was launched at the House of Commons in May 2016, followed by Public Intelligences 'The engine of the council? Evaluating frontline productivity in local government, in July. August brought about the publication of 'Ways forward: Alternatives to merging councils in Wales', researched for APSE by De Montfort University.

'Working at the frontline of austerity: the ensuring council and workforce planning', again by De Montfort University, was published last September. October seen the launch of a further two reports 'Investing in electricity: reducing costs and increasing income for local authorities' by APSE Energy and 'Work it out: creating local systems of employability support', from the New Local Government Network.

APSE commissioned an opinion poll from Survation looking into the views of the public with regard to local services 'Neighbourhood services: The public want more of their taxes spent in local areas' was launched at Blackpool in December. 'Redefining neighbourhoods', by New Policy Institute was published and launched in April 2017, with 'Building homes, creating communities', from the Town and County Planning Association, launched in London in May.

APSE in the Media

During 2016 APSE worked with ITN Productions to develop a web-based news programme 'Promoting Excellence'. This included interviews with influential voices within the UK local government sector and a number of research and commercial partners. The programme provided professionally edited video news content for APSE's website as well as being linked to partner websites and placing APSE's brand alongside the global media brand of ITN productions; including an anchor studio interview with APSE's Chief Executive and news presenter Natasha Kaplinsky.

APSE has also increased its profile with interviews on high profile topics on the BBC Sunday Politics show, BBC Radio 4 and BBC Radio 5 Live programmes as well as regional news interviews. National press coverage was realised with features and reports in 'The Times' and 'The Guardian'. Primary trade press coverage remains solid with a regular column in the MJ from the Chief Executive and coverage of research reports in the LGC. Numerous trade press relationships yield excellent coverage in titles such as CIWM, EduCatering, PSE, LocalGov and Horticulture Week. Trade press is a very important factor for the APSE membership in order to be part of the discussion on technical and operational issues within different service sectors.

The combined twitter accounts of @apsetweets; @apseevents and @apsenews now have a following of near to 4000 and are regularly utilised. By further integration with the APSE website the twitter accounts are used to promote news items and research.

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 direct mailing list of 17,000 and a wider reach of upwards of 100,000, 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, leading sectoral organisations, APSE's legal partners and from across APSE's membership, showcasing best practice. A revamp of the style and content of Direct News is planned to take the magazine forward in 2017 / 18.

APSE's partnership with Spacehouse Ltd continues to attract advertisement sales for the print and online versions of the magazine which helps offset production costs. However, further consideration to reduce production costs and exploit more online opportunities for the title will be explored for 2017 / 2018.

Seminars and awards

The business plan expectations for APSE's seminar and events programme for 2016 / 17 were all achieved and surveys of delegates suggests that whilst the volume of events has increased the quality of the seminars programme has remained at an all-time high. The seminars continue to offer a mix of both operational and technical expert speakers alongside strategic policy based seminars. The seminars are used to also ensure that the findings from APSE's extensive research programme is effectively disseminated to the membership. Almost 3800 delegates have attended an APSE Seminar or Training course this year with a customer satisfaction rating of 97.25%.

The Annual Seminar 2016 was hosted in Derry City and Strabane District Council. 'Survival of the fittest: Ensuring a future for local government's frontline' attracted speakers from across the UK local government family including COSLA, NILGA, WLGA and the LGA alongside showcasing best practice from APSE member councils. The Annual Service awards were presented by TV host and news anchor Sara Travers, with Nottingham City Council winning the prestigious award of APSE Overall Council of the Year in Service Delivery. Parkinsons UK once again benefitted from the charity service awards dinner with donations for 2016 taking the total to over £40,000 thanks to the generosity of APSE members at our awards events.

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 Advisory Groups remain a popular service with APSE members; meeting four times per annum these groups provide an informal network for sharing what works, and what does not, in operational frontline services. The advisory network currently services 11 different operational areas and the strategic forums explore 8 different policy areas. New service groups continue to flourish in areas such as Environmental Health and Cemeteries and Crematoria. The Commercialisation network has proven a big success and continues to grow in interest.

Whilst the UK wide groups are held in Manchester, area based advisory groups in Scotland, Wales and in APSE's Southern Region have proven highly popular. New Commercialisation networks in APSE Southern, APSE Wales and in APSE Scotland have grown widespread support from the APSE membership. Programme work in Northern Ireland continues with free themed events for members providing similar outcomes to advisory groups.

Strategic Forums also remain popular with the APSE secretariat using these forums to develop policy and research ideas and take soundings from the APSE membership, including council leaders, chief executives and service directors about areas of concern for APSE to champion on their behalf with the UK administrations and regulatory bodies. The Strategic Forums currently cover; 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.

Furthering the interests of APSE's membership the Association continues to participate across different party political events including exhibiting and hosting workshops, training events and forums as well as ensuring a presence at other national conferences such as the LGA, COSLA and UNISON conferences.

APSE's advisory groups and strategic forums were attended by over 1621 councillors, officers and trade union representatives in 2016 / 17.

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

Work on APSE's website has been considerable over the past 12 months with a number of new features and concerted effort to ensure the site has good navigation for its members to access the web resources of the Association.

Developments have included new regional page layouts and ease of access points for membership resources to services such as briefings, which in 2016 numbered 63 in total, network queries and advisory groups, where web-based bookings are now live on the site. The website also provides online booking facilities for APSE training courses, APSE solutions services including consultancy and interim management support, which allows for members to request support through the website, and the web portal for APSE performance networks. Considerable developments are ongoing within the Performance Networks service but with seamless access from the core APSE website a key driver for the new developments. The APSE Energy web portal has also been redeveloped containing

even more information on services to APSE Energy members and is a well-used resource for municipal energy information.

The popular network query service remains heavily utilised by APSE members 274 queries were issued in 2016 / 17 providing confidential information on technical, supplier and operational information sourced through the service to assist APSE members and save them both time and money. APSE's regular 'state of the market' surveys provide members with an invaluable reference point for frontline service development in local government including issues of service pressures, financial challenges and the future direction of travel and delivery models.

APSE regularly communicates with its network now in excess of 26,000 people, an increase of over 60% in the last six years.

A list of all briefings is shown at Appendix 7.

APSE energy

APSE Energy has gone from strength to strength over the past 12 months. Growth in the collaboration reflects the increasing interest in the energy agenda from all service areas across local government and the expanding diversity of technologies and applications.

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 number of member authorities in APSE Energy increased from 55 at the start of the year to 64, spread across Scotland, England and Wales.

Topics covered during APSE Energy events included hydro, biomass, solar and solar car ports, grid access, legal issues, energy services companies, strategy, climate change, fuel poverty and battery storage. We produced 12 briefings and 15 newsletters containing a range of information about new legislation, technologies, products, suppliers and developments across the sector. We met with DECC, OFGEM, the Welsh and Scottish Governments and private sector suppliers to further the memberships interests.

APSE Energy members received a 64 page publication titled 'Investing in electricity – reducing costs and increasing income for local authorities' which detailed a series of options for how councils can invest in electricity for example for private wire, the use of power on site and establishing an energy services company.

Walker Morris continue to be APSE's main legal partner in the area of renewable energy and energy efficiency. Kinect (previously UX Energy) remain a key partner of APSE Energy and our relationship with WeLink continues to flourish, as a result of their sponsorship of our Big Energy Summit.

The APSE Big Energy Summit was held for the 3rd time and was a great success. Over 100 delegates attended the summit which covered a huge range of topics and provided quality information from expert presenters.

We have established a close working relationship with Robin Hood Energy which involves APSE Energy ensuring the local government sector is fully aware of what Robin Hood Energy can offer others in terms of support.

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.

Did you know?

Over the last 12 months, APSE has achieved a **97.25% customer satisfaction rating**

3790 delegates have attended an APSE Seminar or training course this year

APSE held **36 seminars** this year

571 local government suppliers have showcased the products at APSE events this year

274 network queries have been circulated and responded to

63 briefings have been circulated and responded to

8 publications have been released by APSE this year

APSE Solutions have placed **19 interim managers** this year

1621 delegates have attended an APSE Advisory group

APSE performance networks

APSE performance networks membership has increased, particularly in Northern Ireland and Southern England, with 185 authorities in membership and participation continuing to grow across the fifteen different service areas.

New developments during the year included a successful pilot on Trading Standards and the development of new modules in Northern Ireland to help councils to meet the new benchmarking duty, including Corporate services; Planning services; Community development; Cultural services and Economic development. It is envisaged that once the proof of concept has been completed for some of these new service areas such as Corporate services, these will be rolled out UK-wide.

APSE signed a contract with CAMMS on 31 August 2016 to undergo a major overhaul of the performance networks database system. Once completed the new database will mean improved report generation, data queries and validation. These developments mean we will be able to offer more types of reports and in the future we will be able to offer on line collection and reporting.

APSE have been attending the Defra Litter Strategy meetings to promote LAMS (Land Audit Management System) and performance networks street cleansing data as a source of information which Defra can use to establish a baseline for England. In addition, APSE have been on the steering group with the Scottish Government and Zero Waste Scotland on the review of the Code of Practice on Litter and Refuse and have been promoting LAMS as a method of monitoring the quality of green spaces in Scotland.

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. In addition, an event was held in London in June 2016 called 'Measures for change'.

APSE solutions

Solutions had a record year both in terms of projects undertaken and turnover. The service delivered 76 consultancy projects and managed 29 interim management assignments. This translated into a growth in income of around 25% on the previous year.

Consultancy continues to focus on assisting APSE members to maintain services which are under severe budgetary pressure through a combination of effective use of resources and the development of external income generation. The team has actively promoted innovative ways of providing services that can open up commercial opportunities and at the same time contribute to reducing the strain on hard pressed resources. Examples include the promotion of underground refuse systems and the development of a business case for 'end to end' bereavement services.

The interim management service continues to make a substantial contribution to Solutions turnover. There are nearly 500 potential interims on the database and Solutions is able to meet a wide range of requirements. The excellent performance of this part of the service leaves it in a strong position to cope with the impact of changes to the tax regime that are expected to reduce both supply and demand for interim managers. APSE Solutions has worked hard to develop its offer to meet the challenge but is still faced with uncertainty whilst the new tax rules bed in.

APSE training

APSE training offers a broad range of learning, skills and development opportunities across front line service sectors. In 2016 / 17 demand for training resulted in the delivery of 140 courses attended by 1525 delegates across our UK membership.

Marketing your local authority services to business customers was the most popular event attended by managers. Elected Members enjoyed using social media effectively, whilst supervisory skills in frontline services remains our highest attendance to date for team leaders.

Our professional training status, enhanced through CPD certification, will be expanded in 2017 / 18 to in response to the most sought after events.

The training programme is continuously refreshed and now includes 5 new topics of driving at work, principles of modern parks, making a profit from selling your services, the bereavement journey plus the practical management of hogweed, knotweed and other plants!

A list of APSE training courses is shown at Appendix 6

Staffing and Business Resources

APSE's staffing complement continues to grow and develop to deliver the aspirations of the Business Plan. During the year APSE continued its Investors in People journey, achieving Gold. The assessment required the achievement of 165 indicators of a possible 196. APSE achieved 192, placing it in the top calibre of employers in the UK.

The assessor commended APSE describing it as 'an excellent example of an organisation taking a planned, incremental approach to the pursuit of excellence, with inspirational leadership characterised by an open, honest and trusting management style'.

In November 2016 Gayle Gibson, Senior Consultant left the association and Ben Parsons replaced her in January 2017. Keisha Swaby, Administrative Assistant, left in October 2016 to start a full time degree course and Darja Scukina and Chloe Petersen-Snell joined the administrative team. Vickie Hacking took up the role of Principal Advisor with responsibility for the central region in January 2017 having formerly worked for Cornwall Council.

Fundraising for Parkinson's UK has reached over £40,000 and APSE has developed a Corporate Social Responsibility strategy to underpin its ethical working practices.

All staff continue to be supported in training and development with a number of staff undertaking training and qualifications including post graduate studies. An increased focus has been placed on Health and Wellbeing. Vicky Starmer, Administrative Assistant has enhanced her role by becoming the Health and Wellbeing Coordinator. All staff have engaged in the initiative and monthly awareness campaigns are taking place to encourage a healthy and happy workforce.

Investment continues in the Association's infrastructure ensuring that office, IT and physical equipment continues to be fit for purpose. A review into the current head office premises is underway due to APSE's expansion, the current Manchester premises were leased when the association had 16 employees, the office accommodation is currently inhabited by 26 employees, and it is likely that larger premises will be sourced. The Association continues to be accredited in ISO9001 / ISO14001 and ISO27001 through external assessment.

Below: Delegates visit Exhibitors at the APSE Annual Seminar 2016



Section 4: Finances

Association for Public Service Excellence

Revenue Account for the year ended 31 March 2017

Income	Note	APSE £	APSE Energy £	APSE Solutions £	APSE Training £	Performance Networks £	Total 2017 £	Total 2016 £
National membership fees		630,514	125,294	-	-	825,811	1,581,619	1,474,042
Approved partners		37,596	-	-	-	-	37,596	29,036
Seminar income		424,204	78,730	-	-	64,355	567,289	444,125
Consultancy and training income		-	169,970	1,366,294	242,420	6,366	1,785,050	1,474,190
Special projects income		5,710	-	-	-	-	5,710	4,339
Publication sales		23,393	105	-	-	-	23,498	22,168
Miscellaneous income		17,227	181	-	2,603	-	20,011	17,859
Bank interest		15,872	-	-	-	-	15,872	18,328
Total income		1,154,516	374,280	1,366,294	245,023	896,532	4,036,645	3,484,087
Expenditure								
Establishment		685,925	100,278	236,932	112,832	376,118	1,512,085	1,533,415
Associates		2,045	136,415	998,008	67,396	48,044	1,251,908	999,206
Seminar costs		244,329	45,908	6,845	-	108,320	405,402	348,988
Meetings		34,549	879	693	20,925	4,060	61,106	53,530
Fringe meetings		11,165	-	-	-	-	11,165	12,597
Premises costs		58,437	7,233	10,850	7,233	21,700	105,453	96,647
Office costs		76,335	1,245	2,852	3,031	31,485	114,948	85,584
Printing and photocopying		173,349	2,168	950	-	39,826	216,293	186,843
Professional fees		15,852	-	-	-	65,416	81,268	98,895
Promotional/advertising		63,296	13,362	-	1,898	1,136	79,692	31,953
Bad debts		3,581	1,700	-	-	11,903	17,184	(3,977)
Depreciation		22,898	-	-	-	51,000	73,898	38,012
Miscellaneous		2,761	24	70	24	37	2,916	3,231
Membership retention		56,241	-	-	-	-	56,241	51,997
Total expenditure		1,450,763	309,212	1,257,200	213,339	759,045	3,989,559	3,536,921
Net income/(expenditure) for the year		(£ 296,247)	£ 65,068	£ 109,094	£ 31,684	£ 137,487	£ 47,086	(£ 52,834)

Association for Public Service Excellence

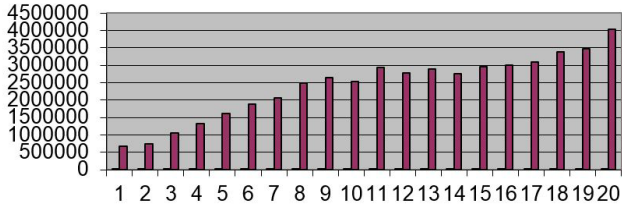
Registered number:

Balance Sheet

as at 31 March 2017

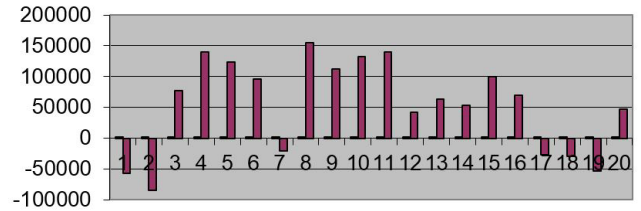
	Notes	2017 £	2016 £
Fixed assets			
Tangible assets	4	66,987	35,397
Current assets			
Debtors	5	712,642	566,551
Investments held as current assets		1,051,864	1,036,339
Cash at bank and in hand		495,290	441,681
		<u>2,259,796</u>	<u>2,044,571</u>
Creditors: amounts falling due within one year	6	(841,847)	(642,118)
Net current assets		<u>1,417,949</u>	<u>1,402,453</u>
Net assets		<u>1,484,936</u>	<u>1,437,850</u>
Capital and reserves			
Profit and loss account		1,484,936	1,437,850
Funds of the Association		<u>1,484,936</u>	<u>1,437,850</u>

Turnover



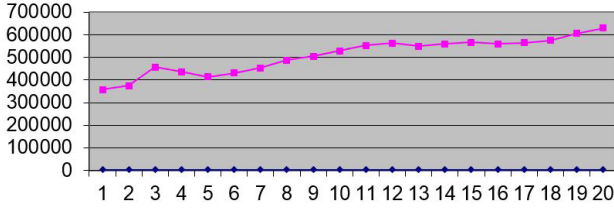
1998 - 2017

Surplus / (Deficit)



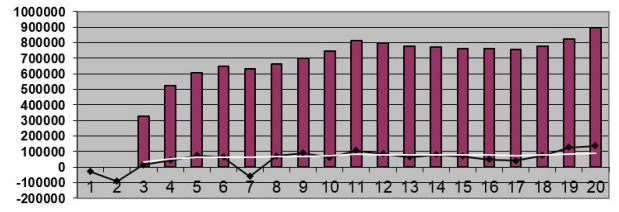
1998 - 2017

Subscriptions



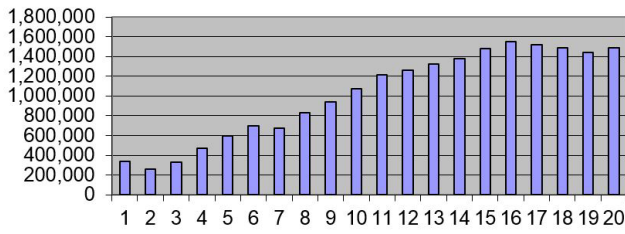
1998 - 2017

APSE performance networks



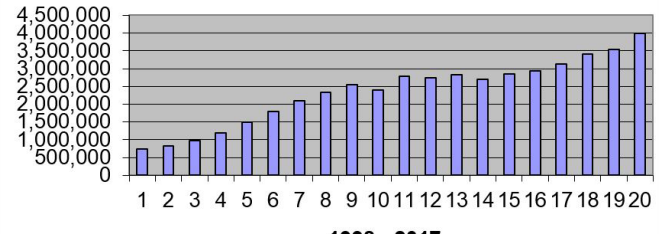
1998 - 2017

Reserves



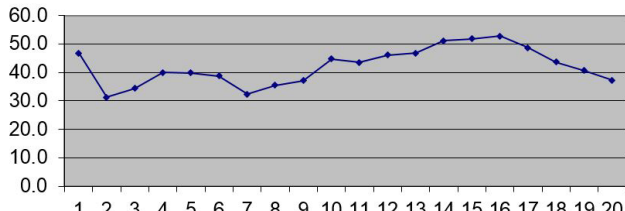
1998 - 2017

Expenditure



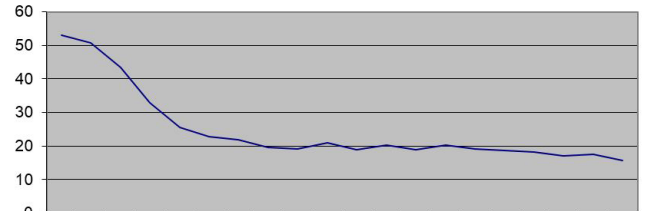
1998 - 2017

Reserves as % of expenditure



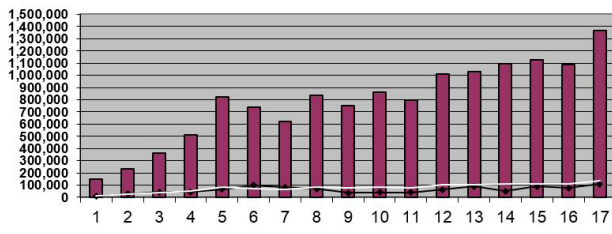
1998 - 2017

Subscriptions as % of turnover



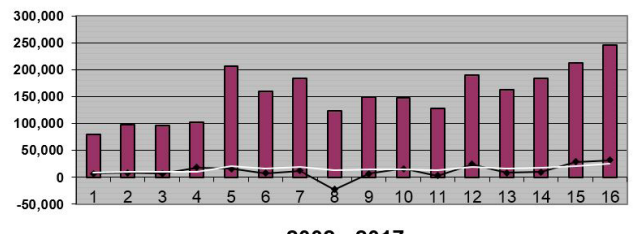
1998 - 2017

APSE solutions



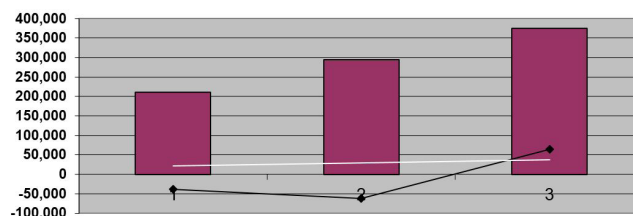
2001 - 2017

APSE training



2002 - 2017

APSE energy



2015 - 2017

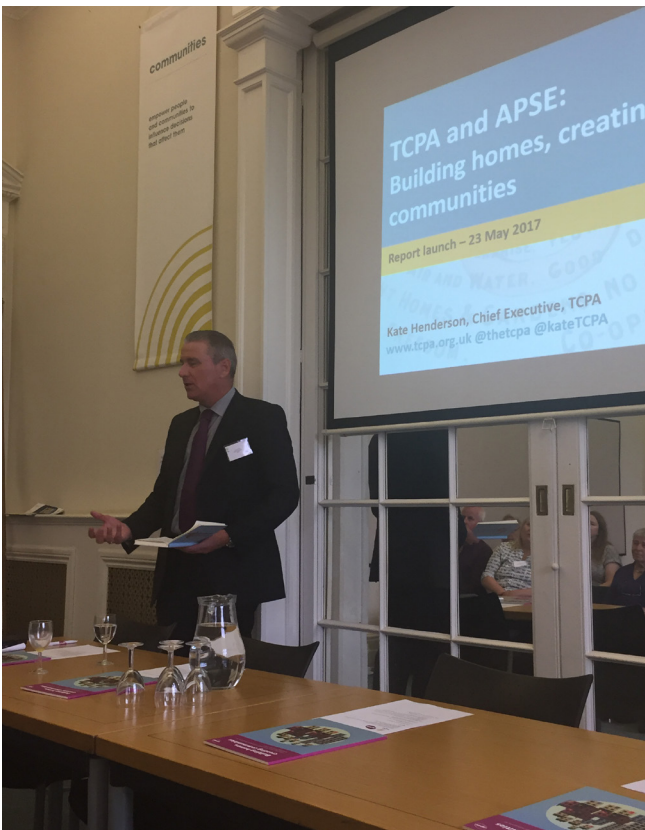


Above : Dela Moreland of Kettering Borough Council addresses delegates at the APSE refuse, streetscene, transport, grounds and parks seminar 2016



Above: winner of the APSE Highways and Street Lighting Apprentice of the Year Awards 2017

Below: APSE's Chief Executive Paul O'Brien and Kate Henderson, Chief Executive of the Town and Country Planning Association at the launch of 'Building Homes, Creating Communities'





Above: Delegates watching the preview of APSE and ITN'S 'Promoting Excellence' programme at the APSE Annual Seminar 2016

Below: APSE Service awards 2016 at The Foyle Arena, in Derry/Londonderry



Appendix 1: APSE members 2016/17

Approved Partners: 22

Arena4Finance, Brigade Electronics Plc, Cenex, CMS Window Systems, Contenur UK Ltd, DAFTrucks Limited, Egbert H Taylor & Co Ltd, Enevo, Fraser & Fraser, Go Cardless, Hatton Traffic Management, IQSS, Kinect Energy Group, Lantra, LHC, Stertil UK Ltd, Stirling Lloyd, Vision B2B, Walker Morris, Websapx Limited, Yotta, Zoeller Waste Systems Limited

Associate Members: 11

GMB, Keep Britain Tidy, LGIU, Local Govt Staff Commission for NI, NILGA, NIPSA, Northern Ireland Housing Executive, UNISON, UNITE, Vision Redbridge Culture & Leisure, Wheatley Group

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

APSE Northern: 60

Barnsley Metropolitan Borough Council, Blackburn with Darwen Borough Council, Blackpool Council, Bolton Council, City of Bradford Metropolitan District Council, Burnley Borough 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 County 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: 10

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, Education Authority, 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 Southern: 69

Aylesbury Vale District Council, 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, Central Bedfordshire Council, Chelmsford City Council, Cheltenham Borough Council, Cherwell District Council, City of London Corporation, Cornwall Council, Cotswold District Council, Crawley Borough Council, Dacorum Borough Council, Dorset County Council, Eastleigh Borough Council, East Hertsfordshire District Council, Enfield Council, Exeter City Council, Gloucestershire County Council, Royal Borough of Greenwich Council, Guildford Borough Council, London Borough of Barking & Dagenham, London Borough of Camden, London Borough of Ealing, London Borough of Hackney, London Borough of Haringey, London Borough of Havering, Harrow Council, Hertsmere Borough Council, Ipswich Borough Council, Luton Borough Council, Maidstone Borough Council, Merton Council, Norse Commercial Services, Oxford City Council, Oxfordshire County Council, Peterborough City Council, Plymouth City Council, Portsmouth City Council, Reading Borough Council, London Borough of Richmond upon Thames, Sevenoaks District Council, Slough Borough Council, Southampton City Council, Southend Borough Council, South Gloucestershire Council, South Hams District Council, South Norfolk Council, St Albans City & District Council, Stevenage Borough Council, Stroud District Council, Swindon Borough Council, Teignbridge District 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, West Devon Borough Council, Winchester City Council, Wokingham Borough Council.

APSE Wales: 18

Caerphilly County Borough Council, Cardiff Council, Carmarthenshire County Borough Council, Ceredigion County Council, Conwy County Borough Council, Denbighshire County Council, Flintshire County Council, Gwynedd 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: 258 members

Appendix 2: APSE performance networks members 2016/17

APSE Central: 31

A1 Housing Bassetlaw Ltd, Ashfield District Council, Birmingham City Council, Bolsover District Council, Broxtowe Borough Council, Cannock Chase Council, Cherwell District 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 Northamptonshire 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: 53

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 Metropolitan Borough Council, Lancashire County Council, Lancaster City Council, Liverpool City Council, Manchester City Council, Middlesbrough Borough Council, North East Lincolnshire Council, North Lincolnshire Council, North Tyneside Metropolitan Borough Council, Northumberland County Council, Oldham

Metropolitan Borough Council, Preston City Council, Redcar & Cleveland Borough Council, Rochdale Metropolitan Borough Council, Rotherham Metropolitan Borough Council, Sefton Metropolitan Borough 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 Metropolitan Borough Council, Wakefield Metropolitan District Council, Warrington Borough Council, West Lindsey District Council, Wigan Metropolitan Borough Council, Wirral Metropolitan Borough Council, Wyre Borough Council

APSE Northern Ireland: 10

Antrim & Newtownabbey Borough Council, Ards and North Down Borough Council, Armagh City, Banbridge and Craigavon Council, Belfast City Council, Derry City and Strabane District Council, Education Authority NI, Fermanagh and Omagh District Council, Lisburn and Castlereagh City Council, Mid and East Antrim Borough Council, Newry, Mourne and Down District 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 Southern: 42

1610 Limited, Bath & North East Somerset Council, Brighton and Hove City Council, Bristol City Council, Cambridge City Council, Chelmsford City Council, City of London, Cornwall 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 Harrow, 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, The Barnet Group, Thurrock Council, Transport for London, Vision Redbridge Culture & Leisure, Waveney District Council, Weymouth and Portland Borough Council, Wokingham Borough Council

APSE Wales: 22

Caerphilly County Borough Council, Cardiff Council, Carmarthenshire County Borough Council, Ceredigion County Council, Conwy County Borough Council, Denbighshire County Council, Flintshire County Council, Gwynedd Council, Isle of Anglesey County Council (WU), 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

Appendix 3: APSE energy members 2016/17

APSE Central: 8

Derby City Council, Derbyshire County Council, Dudley Metropolitan Borough Council, Gedling Borough Council, Nottingham City Council, Nottinghamshire County Council, Warwickshire County Council, Wolverhampton City Council

APSE Northern: 23

Barnsley Metropolitan Borough Council, Blackburn with Darwen Borough Council, Bradford Metropolitan District Council, Cheshire East Council, City of York Council, Corby Borough Council, Darlington Borough Council, Doncaster Council, Durham County Council, East Riding of Yorkshire Council, Hartlepool Borough Council, Knowsley Metropolitan Borough Council, Lancaster City Council, Middlesbrough Borough Council, Newcastle City Council, North Yorkshire County Council, Northumberland

County Council, Preston City Council, Sefton Metropolitan Borough Council, Selby District Council, Stockton-On-Tees Borough Council, Wakefield Metropolitan Council, Warrington Borough Council

APSE Scotland: 14

Aberdeen City Council, Clackmannanshire Council, East Dunbartonshire Council, East Lothian Council, Falkirk Council, Fife Council, Glasgow City Council, Highland Council, Midlothian Council, North Ayrshire Council, Orkney Islands Council, Shetland Islands Council, South Lanarkshire Council, West Lothian Council

APSE Southern: 18

Basingstoke and Deane District Council, Buckinghamshire County Council, East Hertfordshire District Council, Gloucestershire County Council, Guildford Borough Council, London

Borough of Hackney, London Borough of Havering, Luton Borough Council, Maidstone Borough Council, Oxford City Council, Oxfordshire County Council, Peterborough City Council, Portsmouth City Council, Public Power Solutions/Swindon Borough Council, Reading Borough Council, Southampton City Council, Stevenage Borough Council, Watford Borough Council

APSE Wales: 7

Cardiff City Council, Conwy County Borough Council, Flintshire County Council, Monmouthshire County Council, Rhondda, Cynon Taf County Borough Council, Swansea City and County Council, Wrexham Council

Appendix 4: APSE National council members 2016/17

Current National Chair: Cllr Simon Letts, Southampton City Council

Current National Secretary: Rachel North, West Sussex County Council

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

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

National Chair Elect: Cllr Archie Dryburgh, Dumfries and Galloway Council

National Secretary Elect: Ronnie Dempster, Dumfries and Galloway 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

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 and Strabane District Council

APSE Scotland

Chair: Cllr Jim Docherty, South Lanarkshire

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

Ken Campbell, North Ayrshire Council

Cllr Les Sharp, Clackmannanshire Council

John Blair, Midlothian Council

APSE Southern

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:

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

APSE Wales

Chair: Cllr Arwyn Woolcock, Neath Port Talbot County Council

Secretary: Karen Armstrong, Flintshire Council

Vice Chair: Cllr Clive Lloyd, Swansea City and County

Additional Members:

Cllr Alex Aldridge, Flintshire County Council

Tara King, Cardiff County Council
Cllr Bob Derbyshire, Cardiff County 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

Appendix 5: APSE advisory group and strategic forum chairs 2016/17

Advisory Groups

Building Cleaning

Chair - Cllr Sean Donnelly, Knowsley Metropolitan Borough Council

Catering (school meals)

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 Peter Brooks, Royal Borough of Greenwich

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

Highways and Street Lighting

Chair - Cllr Frank Anderson, West Lothian Council

Sports and Leisure Management

Chair - Cllr Paul Gittings, Reading Borough Council

Vehicle Maintenance and Transport

Chair - Cllr Steve Pearce, Bristol City Council

Waste Management, Refuse Collection and Street Cleansing

Chair - Cllr Tracey Dixon, South Tyneside Council

Strategic forums

Citizen engagement and participation

Chair - Cllr John Kerr Brown, Warrington Borough Council

Communities, neighbourhoods and localism

Chair - Cllr Paul Findlow, Cheshire East 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

Service transformation

Chair - Cllr Alex Aldridge, Flintshire Council

Overall Council of the Year winners, Nottingham City Council at APSE Service awards 2016 at The Foyle Arena, in Derry/Londonderry



Appendix 6: Training, seminars, meetings and promotional activity 2016/17

In-house courses

Supervisory skills for team leaders in frontline services 04.05.16 Gosport

Supervisory skills for team leaders in frontline services 24.06.16 Midlothian

General Power of Competence 28.06.16 Mid Ulster

Financial Management Awareness for Leisure Managers 29.06.16 Southend-on-Sea

General Power of Competence 29.06.16 Mid and East Antrim

Marketing your local authority services to business customers 04.07.16 Kirklees

Event Management 16.07.16 Sandwell

Controlling Food Costs 25.07.16 Warwickshire

Developing and Managing Service Level Agreements 28.07.16 Cardiff

Marketing your local authority services to business customers 09.08.16 Cardiff

Leadership and Management Skills 02.09.16 Belfast

Leadership and Management Skills 05.09.16 Belfast

Supervisory skills for team leaders in frontline services 12.09.16 Renfrewshire

General Power of Competence 13.09.16 Local Government Staff Commission

Principles of contract management 22.09.16 North Lanarkshire

Using Volunteers? What local authorities need to know 26.09.16 Doncaster

Awareness of drugs and alcohol for managers and supervisors 13.10.16 Mansfield

Supervisory skills for team leaders in frontline services 14.10.16 Kirklees

General Power of Competence 17.10.16 Local Government Staff Commission

Principles of contract management 20.10.16 Warwick

Principles of contract management 21.10.16 Douglas

Supervisory skills for team leaders in frontline services 27.10.16 Thanet

Supervisory skills for team leaders in frontline services 28.10.16 Thanet

Supervisory skills for team leaders in frontline services 01.11.16 Caerphilly

Supervisory skills for team leaders in frontline services 02.11.16 Caerphilly

Supervisory skills for team leaders in frontline services 11.11.16 Kirklees

Health and Safety Enforcement - What environmental health officers need to know. 14.11.16 Highland

Effective Accident and Incident Investigations 15.11.16 Aberdeen

Principles of contract management 17.11.16 Merton

Roadside Awareness 28.11.16 St Helens

Awareness of drugs and alcohol for managers and supervisors 18.01.17 Mansfield

Health and Safety - Working on the Highway and Verges 09.02.17 Kent Resource Partnership

Health and Safety - Working on the Highway and Verges 10.02.17 Kent Resource Partnership

Principles of contract management 10.02.17 Powys

Event Management for Volunteers 11.02.17 South Gloucestershire

Awareness of drugs and alcohol for managers and supervisors 14.02.17 Mansfield

ICCM - The Bereavement Journey 22.02.17 Doncaster

Combined Bereavement Services (Compliance and EROB) 23.02.17 Doncaster

Marketing your local authority services to business customers 09.03.17 Highland

ICCM - The Bereavement Journey 09.03.17 Dacorum

Supervisory skills for team leaders in frontline services 10.03.17 Chelmsford

Integrated Resilience 14.03.17 Vale of Glamorgan

Project Management in Local

Government 15.03.17 Barnsley

Awareness of drugs and alcohol for managers and supervisors 17.03.17 Mansfield

Health and Safety - Working on the Highway and Verges 23.03.17 North Lanarkshire

Supervisory skills for team leaders in frontline services 24.03.17 Chelmsford

Project Management in Local Government 29.03.17 Barnsley

Masterclasses

Health and Safety - Working on the Highway and Verges 18.04.16 Manchester

Health and Safety - Working on the Highway and Verges 25.04.16 Cardiff

Controlling Food Costs 28.04.16 Leeds

Marketing your local authority services to business customers 06.05.16 Manchester

Principles of contract management 12.05.16 Leeds

Health and Safety - Working on the Highway and Verges 23.05.16 Birmingham

Principles of contract management 25.05.16 Glasgow

Health and Safety in Waste and Environmental Services - Frontline supervisory level 06.06.16 Glasgow

Marketing your local authority services to business customers 16.06.16 Central London

Health and Safety - Working on the Highway and Verges 17.06.16 Central London

Principles of contract management 20.06.16 Central London

ICCM - Legal and Practical Management of Cemeteries (Ensuring Compliance) 21.06.16 Central London

Principles of contract management 30.06.16 Cardiff

Marketing your local authority services to business customers 07.07.16 Cardiff

Managing Contractors Safely 11.07.16

Central London

Health and Safety Enforcement - What environmental health officers need to know. 12.07.16 Central London

Health and Safety - Working on the Highway and Verges 28.07.16 Glasgow

Principles of Fleet Management 04.08.16 Manchester

Health and Safety Enforcement - What environmental health officers need to know. 15.09.16 Glasgow

Effective Accident and Incident Investigations 16.09.16 Belfast

Principles of contract management 19.09.16 Central London

Marketing your local authority services to business customers 28.09.16 Newcastle

Managing Contractors Safely 30.09.16 Glasgow

Health and Safety Enforcement - What environmental health officers need to know. 03.10.16 Cardiff

Marketing your local authority services to business customers 05.10.16 Glasgow

How to make a profit from restaurants, cafeterias and events 07.10.16 Leeds

Health and Safety - Working on the Highway and Verges 12.10.16 Central London

Managing Contractors Safely 17.10.16 Birmingham

Marketing your local authority services to business customers 19.10.16 Birmingham

Effective Accident and Incident Investigations 26.10.16 Birmingham

Local Government Finance 04.11.16 Manchester

Health and Safety Enforcement - What environmental health officers need to know. 07.11.16 Manchester

ICCM – Exercising Rights of Burial 08.11.16 Nottingham

Marketing your local authority services to business customers 09.11.16 Leeds

Emotional Resilience 10.11.16 Central London

Principles of Fleet Management

11.11.16 Central London

Principles of Fleet Management 16.11.16 Cardiff

Principles of Fleet Management 21.11.16 Glasgow

Local Government Finance 25.11.16 Central London

Marketing your local authority services to business customers 13.12.16 Central London

Marketing your local authority services to business customers 10.01.17 Bristol

Local Government Finance 11.01.17 Birmingham

ICCM - Legal and Practical Management of Cemeteries (Ensuring Compliance) 12.01.17 Leeds

Principles of contract management 13.01.17 Manchester

Principles of Fleet Management 19.01.17 Leeds

Health and Safety - Working on the Highway and Verges 23.01.17 Manchester

Health and Safety - Working on the Highway and Verges 01.02.17 Central London

Marketing your local authority services to business customers 08.02.17 Manchester

Integrated Resilience 22.02.17 Manchester

How to make a profit from restaurants, cafeterias and events 23.02.17 Manchester

Leadership and Management Skills 27.02.17 Cardiff

Effective Accident and Incident Investigations 07.03.17 Birmingham

Marketing your local authority services to business customers 08.03.17 Glasgow

How to make a profit from restaurants, cafeterias and events 14.03.17 Glasgow

Principles of Fleet Management 16.03.17 Birmingham

Principles of contract management 22.03.17 Central London

Marketing your local authority services to business customers 23.03.17

Newcastle

How to make a profit from selling your local authority services 31.03.17 Manchester

Public courses

Event Management 11.04.16 Central London

Identifying Damp, timber mould and structural problems 19.04.16 Edinburgh

Parks and Groundstaff training - Turfgrass Surfaces 10.05.16 Gedling

Project Management in Local Government 13.05.16 Leeds

Developing and Managing Service Level Agreements 08.06.16 Central London

Managing Allotments 10.06.16 Manchester

Supervisory skills for team leaders in frontline services 13.06.16 Glasgow

Identifying Damp, timber mould and structural problems 14.06.16 Glasgow

Using Volunteers? What local authorities need to know. 14.06.16 Birmingham

Customer care in cemeteries and crematoria services - ICCM 28.06.16 Manchester

Supervisory skills for team leaders in frontline services 14.07.16 Manchester

Supervisory skills for team leaders in frontline services 23.08.16 Cardiff

Developing and Managing Service Level Agreements 15.09.16 Cardiff

Project Management in Local Government 20.09.16 Birmingham

Developing and Managing Service Level Agreements 06.10.16 Glasgow

Customer care in cemeteries and crematoria services - ICCM 10.10.16 Birmingham

Supervisory skills for team leaders in frontline services 18.10.16 Birmingham

Event Management 21.10.16 Manchester

Using Social Media Effectively 28.10.16 Manchester

Managing Allotments 02.11.16 Leeds

Developing and Managing Service

Level Agreements 03.11.16 Manchester

Awareness of drugs and alcohol for managers and supervisors 17.11.16 Glasgow

Project Management in Local Government 06.12.16 Monmouthshire

Using Volunteers? What local authorities need to know. 13.12.16 Leeds

Identifying Damp, timber mould and structural problems 13.12.16 Glasgow

Supervisory skills for team leaders in frontline services 14.12.16 Glasgow

Supervisory skills for team leaders in frontline services 30.01.17 Manchester

ICCM - The Bereavement Journey 31.01.17 Nottingham

Event Management 31.01.17 Glasgow

Supervisory skills for team leaders in frontline services 06.02.17 Oxford

Event Management 27.02.17 Birmingham

Managing Allotments 28.02.17 Central London

Using Social Media Effectively 28.02.17 Manchester

Project Management in Local Government 01.03.17 Manchester

Supervisory skills for team leaders in frontline services 20.03.17 Belfast

Service specific national seminars

The Big Energy Summit 2016

Thursday 26th and Friday 27th May 2016, Warwickshire

APSE Annual Seminar 2016

7-8 September 2016, Derry/Londonderry

APSE Housing, construction and building maintenance seminar 2016

Thursday 6 and Friday 7 October 2016, Leeds

APSE refuse, streetscene, transport, grounds and parks seminar 2016

9-10 November 2016, Stratford-Upon-Avon

APSE performance networks seminar 2016

Thursday 1st December - Friday 2nd December, Blackpool

APSE Facilities, catering and cleaning management seminar 2017

Thursday 26 and Friday 27 January 2017, Durham

Highways, Street Lighting and Winter Maintenance Seminar

Thursday 9 to Friday 10 March 2017, Blackpool

The Big Energy Summit 2017

Thursday 16th and Friday 17th March 2017, Warwickshire

Additional seminars

Cemeteries and Crematoria Seminar

Chesford Grange Hotel, Friday 22 April 2016

APSE Energy Hydro Event

Tuesday 14 June 2016, Surrey

APSE performance networks event

16 June 2016, London

Biomass Projects

Wednesday 22 June 2016. Manchester

APSE Social Care Forum

Friday 8 July 2016, Oxford

APSE National Transport Seminar

Wednesday 13 July 2016, Solihull

APSE Parks and Open Spaces Seminar

Friday 23rd September 2016, London

APSE Winter Maintenance Professional Practice Forum

30 September 2016, Bradford

Cemeteries and Crematoria Seminar

Thursday 13 October 2016 Manchester

APSE Solutions Market Engagement Event

Friday 14 October 2016, Manchester

Assets: A local industrial strategy for council income generation, commercialisation and investments

Friday 13th January 2017, Manchester

APSE Flooding and climate change seminar

Thursday 9 February 2017, Oxford

Street Cleansing Seminar

Thursday 16th February 2017, Solihull

APSE Leisure Seminar

Thursday 9th March 2017, Manchester

APSE Parks Seminar

15 March 2017, Cheshire

National conferences and exhibitions

UNISON Local Government Conference

18-20 June 2016

LGA Annual Conference

5-7 July 2016

London Councils Summit

26 November 2016

Regional seminars

Central

APSE Central annual general Meeting

14 July 2016, Nottingham

Northern

Alternative Fuels and Transport Forum 2016

Friday 30 September 2016, Leeds

High Streets, Public Realm and Regeneration Forum 2016

Wednesday 15 June 2016, Chester

APSE Northern Professional Practice Forum 2016

Wednesday 20 April 2016, Liverpool

APSE Northern Environment Forum 2017

Wednesday 22 March 2017, Liverpool

Northern Ireland

Performance Improvement: Making a difference in Northern Ireland's New Councils

Friday 1 July 2016, Ballymena

Scotland

APSE Scotland Commercialisation seminar 2016

Friday 15 April 2016, Glasgow

APSE Scotland Fleet, Waste and Ground seminar 2016

Tuesday 17 to Friday 20 May 2016, Aviemore

APSE Scotland Soft Facilities seminar 2016

Wednesday 23 November 2016,
Glasgow

APSE Scotland Building, Housing and Renewables seminar 2017

Thursday 16 to Friday 17 February 2017,
Dunblane

Southern

APSE Parks and Open Spaces seminar 2016

Friday 23 September 2016, London

APSE Seminar: Homes for all: From local housing companies to joint ventures

Thursday 23 March 2017, London

Wales

APSE Wales commercialisation seminar 2016

Thursday 28 April 2016, Llandrindod Wells

Wales seminar and annual general

meeting

Friday 15 July 2016, Llandrindod Wells

Successful Town Centre Regeneration

Thursday 30th March 2017, Flint

Political party exhibitions

Association Liberal Democrat councillors conference

June 2016

Labour party conference

September 2016

Conservative party conference

October 2016

Scottish Labour party conference

March 2017

Scottish Liberal Democrat party conference

October 2016

Scottish National party conference

November 2016

Association Labour councillors conference

February 2017

Conservative councillors association

February 2017

Meetings held

National Council

23 & 24 June 2016, York
6 September 2016, Derry, Londonderry
9 December 2016, Belfast
24 March 2017, London

Annual General Meeting:

7 September 2016, Derry, Londonderry

Policy, Performance and Scrutiny Sub Committee:

28 October 2016, Manchester
17 February 2017, Dunblane

Full Association Meeting:

20 January 2017, Edinburgh

Finalists and winners of the APSE Scotland Building and Housing Apprentice of the Year Awards



Appendix 7: Award winners 2016/17

APSE service awards 2016/17

Award	Winner
Overall Council of the Year in Service Delivery	Nottingham City Council
Best Employment & Equality Initiative	Rushcliffe Borough Council/Streetwise Environmental Ltd
Best Housing, Regeneration or New Build Initiative	West Lothian Council
Best Efficiency & Transformation Initiative	Fife Council
Best Health & Wellbeing Initiative	Stockton on Tees Borough Council
Best Public/Private Partnership Working Initiative	Nottingham City Council
Best Public/Public Partnership Working Initiative	North Hertfordshire District Council, Hertfordshire County Council and Hertfordshire Community Meals
Best Commercialisation & Entrepreneurship Initiative	Oxford City Council
Best Community & Neighbourhood Initiative	Antrim & Newtownabbey Borough Council
Best Innovation & Demand Management Initiative	North Ayrshire Council
Best Renewable Energy or Energy Efficiency Initiative	Peterborough City Council
Best Service Team: Construction & Building Service	South Lanarkshire Council
Best Service Team: Catering Service	Birmingham City Council
Best Service Team: Building Cleaning & Facilities Management Service	Aberdeen City Council
Best Service Team: Highways, Winter Maintenance & Street Lighting Service	Dorset County Council
Best Service Team: Transport & Fleet Maintenance Service	GS Plus Ltd – Royal Borough of Greenwich
Best Service Team: Waste Management & Recycling Service	Warwickshire County Council
Best Service Team: Parks, Grounds & Horticultural Service	Brighton & Hove City Council
Best Service Team: Cemetery & Crematorium Service	Bournemouth Borough Council
Best Service Team: Sports, Leisure & Cultural Service	City of Cardiff Council
Best Service Team: Environmental Health Service	Doncaster Culture & Leisure Trust
Best Service Team: Street Cleansing & Streetscene Service	Derby City Council

APSE apprentice awards 2016/17

Award	Winner	Authority
Highways and Street Lighting	Cameron Newsham	Lancashire County Council
Building Skills	Adam Cairney	West Lothian Council
Mechanical and Engineering	George Smith	Bournemouth City Council
Professional Services Category	Paul Don	East Dunbartonshire Council
Horticulturist	Declan Brown	Fife Council
Transport and Vehicle Maintenance	Helen Fordon	East Riding of Yorkshire Council
Scotland Housing and Building – 1 st Year	Pamela Duffy	West Dunbartonshire Council
Scotland Housing and Building – 2 nd Year	Alan Webster	West Lothian Council
Scotland Housing and Building – 3 rd Year	Graeme Bird	Aberdeen City Council
Scotland Housing and Building – 4 th Year	Adam Cairney	North Ayrshire Council
Scotland Housing and Building Non-Trade	Lauren Agnew	West Lothian Council

APSE Highways, Street Lighting and Winter Maintenance Innovation awards 2016/17

Award	Winner
Highways Maintenance Services	South Gloucestershire Council
Street Lighting Services	Kingstown Works Ltd
Winter Maintenance and Winter Resilience Services	Tayside Contracts/Dundee City Council

APSE Scotland Aviemore Rising Stars 2016

Award	Winner	Authority
Fleet Services – Gold Winner	Garry Farrell	North Lanarkshire Council
Fleet Services – Silver Winners	Paul Menzies	Dundee City Council
	Bruce Robb	Falkirk Council
Fleet Services – Bronze Winners	Gordon Ross	Aberdeenshire Council
Parks Grounds and Fleet Services – Gold Winner	Andrew Macleod	City of Edinburgh Council
Parks Grounds and Fleet Services– Silver Winners	Stephen Bly	Aberdeen City Council
	David Carslaw	Renfrewshire Council
Parks Grounds and Fleet Services – Bronze Winner	Derek McKay	Aberdeen City Council
Waste and Recycling Services – Gold Winner	Stephen Ward	East Renfrewshire Council
Waste and Recycling Services– Silver Winners	Gillian Wilson	Clackmannanshire Council
	Sinead Norwood	North Ayrshire Council
	Kirsty McGuire	South Lanarkshire Council
South Lanarkshire Council	Nicola Simpson	Dumfries & Galloway Council
	Peter McKay	Shetland Islands Council
	Kenny Campbell	Stirling Council

Cllr Van Coulter and the Mayor of Blackpool at the Performance Networks Seminar 2016



Debbie Johns welcomes delegates to the Performance Networks Awards 2016



APSE performance networks awards 2016/17

Service area	Best performer	Most improved performer
Building cleaning	Gateshead Metropolitan Borough Council	Oldham Metropolitan Borough Council
Building maintenance	Caerphilly County Borough Council	South Ayrshire Council
Cemetery and crematorium	City of York Council	Cardiff Council
Education catering	Gateshead Metropolitan Borough Council	Stoke-on-Trent City Council
Environmental health	North Lanarkshire Council	NA (new service area)
Highways, roads and winter maintenance	Wigan Metropolitan Borough Council	Inverclyde Council
Parks, open spaces and horticultural services	Conwy County Borough Council	Dumfries and Galloway Council
Refuse collection	Wyre Borough Council	Oxford City Council
Sports and leisure facility management	Beverley Leisure Centre, East Riding of Yorkshire Council	Fullwell Cross Leisure Centre, Vision Redbridge Culture and Leisure
Street cleansing	Eastleigh Borough Council	South Lanarkshire Council
Street lighting	Denbighshire County Council	Aberdeenshire Council
Transport	North East Lincolnshire Council	Durham County Council

Neil Short, Chairman of the National Association for Small Schools, delivers a presentation at the Facilities Management Seminar 2017



Appendix 8: Briefings and research 2016/17

Briefings

- 16/13, **Annual Local Authority Road Maintenance (ALARM) survey 2016 and 5 year comparison of ALARM survey results (2012-16)**, April 2016
- 16/14, **NHS Health Scotland – Process evaluation of the implementation of universal free school meals (UFSM) for P1 to P3: Research with schools and local authorities**, April 2016
- 16/15, **State of the Market Survey 2016 - Local Authority Parks and Green Spaces Services**, April 2016
- 16/16, **Making Things Last: A Circular Economy Strategy for Scotland**, May 2016
- 16/17, **State of the Market Survey 2016 - Local Authority Highways Services**, June 2016
- 16/18, **State of the Market Survey 2016 - Local Authority Street Lighting Services**, June 2016
- 16/19, **State of the Market Survey 2016 - Local Authority Winter Maintenance Services**, June 2016
- 16/20, **Zero Waste Scotland communications toolkit for tackling litter**, June 2016
- 16/21, **Brexit: Implications for Local Government**, June 2016
- 16/22, **State of the Market Survey 2016 - Local Authority Sports and Leisure Services**, June 2016
- 16/23, **State of the Market Survey 2016 - Local Authority Cleaning Services**, June 2016
- 16/24, **State of the Market Survey 2016 - Local Authority Catering Services**, June 2016
- 16/25, **Steam Cleaning of Vehicles**, July 2016
- 16/26, **Building Cleaning Services to the Elderly and Vulnerable**, July 2016
- 16/27, **Northern Ireland Executive - Draft Programme for Government Framework 2016-21 and Questionnaire**, July 2016
- 16/28, **State of the Market Survey 2016 - Climate Change and Renewable Energy**, July 2016
- 16/29, **Plans to reduce the number of Welsh Local Authorities postponed**, July 2016
- 16/30, **HAPPI 3 'Housing our Ageing Population: Positive Ideas' – All Party Parliamentary Group on Housing and Care for Older People Report**, July 2016
- 16/31, **Dog Fouling: Issues and local authority best practice**, July 2016
- 16/32, **English Housing Survey: Key Findings 2014-15**, August 2016
- 16/33, **Scottish Government Apprenticeship Levy consultation**, August 2016
- 16/34, **Childhood Obesity Strategy – “A Plan for Action”**, August 2016
- 16/35, **The call for compulsory hygiene rating displays for food outlets in England**, September 2016
- 16/36, **APSE Survey – The move towards amalgamating environmental enforcement activities into one service area**, September 2016
- 16/37, **State of the Market Survey 2016 - Local Authority Refuse Services**, September 2016
- 16/37, **Insights into Social Care Practice**, August 2016
- 16/38, **SWITCH Competence Assessment Tool**, September 2016
- 16/39, **State of the Market Survey 2015 - Use of Social Media in Local Government**, September 2016
- 16/40, **State of the Market Survey 2016 - Local Authority Allotment Services**, October 2016
- 16/41, **APSE's Response to the Department of Communities and Local Government's Inquiry into the Future Funding of Public Parks**, October 2016
- 16/42, **Scottish Government's Local Government and Communities Committee - Call for evidence (Local Government budget and Housing supply budget)**, October 2016
- 16/43, **2015 Scottish Household Survey – Local authority housing and neighbourhoods**, October 2016
- 16/44, **Safety helmet colours standard (Highways England)**, October 2016
- 16/45, **Draft Guidance and Consultation – SEPA Guidance on Waste Regulation that Applies to Reuse Activities (closes 17 November 2016)**, November 2016
- 16/46, **State of the Market Survey 2016 - Local Authority Building Maintenance Services**, November 2016
- 16/47, **Highways England – Occupational cancer guidance**, December 2016
- 16/48, **Building Cleaning: Trend analysis 2015/16**, December 2016
- 16/49, **Education Catering: Trend analysis 2015/16**, December 2016
- 16/50, **Sports & Leisure: Trend analysis 2015/16**, December 2016
- 16/51, **Transport: Trend analysis 2015/16**, December 2016
- 16/52, **Highways and Winter Maintenance: Trend analysis 2015/16**, December 2016
- 16/53, **Street Cleansing: Trend analysis 2015/16**, December 2016
- 16/54, **Cemeteries and Crematoria: Trend analysis 2015/16**, December 2016
- 16/55, **Refuse and recycling: Emerging issues in performance 2015/16**, December 2016
- 16-56, **Meals on Wheels Survey 2016**, December 2016
- 16/57, **Scottish House Condition Survey 2015: Key Findings**, December 2016
- 16/58, **NHS Health Scotland – Evaluation of Universal Infant Free School Meals in Scotland: Second monitoring report of changes in school-meal uptake**, December 2016
- 16/59, **Commercial (Trade) Waste Delivery Models**, December 2016
- 16/60, **Parks, open spaces and horticultural services: Trend analysis 2015/16**, December 2016
- 16/61, **Insights into Social Care Practice**, December 2016
- 16/62, **Building Maintenance: Trend analysis 2015/16**, December 2016
- 17/01, **Insights into Social Care Practice**, January 2017
- 17/02, **Building Maintenance: Trend**

analysis 2015/16, January 2017

17/03, **Local government in Scotland – Financial overview 2015/16 (Accounts Commission)**, January 2017

17/04, **Developing a successful 'binrastructure' - litter bin policies, strategies and procedures**, January 2017

17/05, **Loss of social homes for rent**, 7 February 2017

17/06, **Street Lighting Trend Analysis 2015/16**, February 2017

17/07, **Sub threshold contracts and public procurement**, February 2017

17/08, **Why reducing contamination in materials collected for recycling is becoming more critical**, February 2017

17/09, **Performance Networks Trading Standards Pilot**, March 2017

17/10, **The findings and recommendations of the Communities and Local Government Committees report on Public Parks (January 2017)**, March 2017

17/11, **Household Projections for Scotland, 2014 to 2039 (National Records of Scotland)**, March 2017

17/12, **The Housing White Paper**, March 2017

17/15, **State of the Market Survey 2017 - Local Authority Parks and Green Spaces Services**, April 2017

17/16, **Facilitating Family Presentations at Local Authority Funeral Services**, March 2017

17/17, **APSE Survey – Public Conveniences**, April 2017

17/18, **Unauthorised memorabilia on graves and crematoria grounds**, April 2017

17/19, **Local Government in Scotland – Performance and challenges 2017 (Accounts Commission report)**, March 2017

Publications and research

Sustainable Local Government finance and liveable local areas, March 2016

Working at the frontline of austerity: The Ensuring Council and Workforce Planning, July 2016

Ways forward: Alternatives to merging councils in Wales, August 2016
Work it out: creating local systems of employability support, October 2016

Investing in Electricity: reducing costs and increasing income for local authorities, October 2016

Neighbourhood Services: The public want more of their taxes spent in local areas, November 2016

The engine of the council? Evaluating frontline productivity in local government, July 2016

Building Homes, Creating Communities May 2017

Redefining Neighbourhoods, April 2017

Appendix 9: APSE Solutions client list and APSE partners 2016/17

Associates

John Byford, Melvin Swallow, Peter Linsell, Lesley Davis-Inglis, Matthew Heath, Rudy Imhoof, Andrew Uprichard, Dave Henrys, Vivianne Buller, Rob Bellamy, Bernard Sheridan, Niall McKeown, Bill Buckley, Colin McInnes, Steve Tindall, Andrew Kelly, Lee Snashfield, Steve Harris, Maxine Moar, Paul dunn, Mike Bell, Eddie hart, Bob Cummins, Julia Robinson, Nick Cox

APSE solutions clients

Aberdeenshire Council, Antrim and Newtownabbey Borough, Ashfield District Council, Basingstoke & Deane Borough Council, Bath and North East Somerset Council, Belfast City Council, Bibliotech, Birmingham City Council, Bolton Council, Brighton Unison, Caerphilly County Borough Council, Cambridge City Council, Cambridgeshire County Council, Ceredigion County Council, Cheshire East Council, Cheshire West & Chester Council, Chesterfield Borough Council, City of Edinburgh Council, Copeland Borough Council, Corby Borough Council, Crawley Borough Council, Derbyshire County Council, Derry City and Strabane District Council, Doncaster Metropolitan Borough Council, Dorset County Council, Dudley Metropolitan Borough Council, Dumfries & Galloway Council, Durham County Council, Eastbourne Borough Council, Ellistown & Battleflat, Enfield London Borough Council, Ennovo, Fife Council, Flintshire County Council, Gateshead Council, Glasgow City Council, Guildford Borough Council, Harrow Council, Hart & Basingstoke, Hitchinbrook UNISON, Hull City Council, Huntingdonshire District Council, Hyndburn Borough Council, Ipswich Borough Council, Lancaster City Council,

Larne, Lincolnshire County Council, London Borough of Camden, London Borough of Hounslow, London School SOAS, Maidstone Borough Council, Manchester Fayre, MENDIP HART UNISON, Mid and East Antrim District Council, Middlesbrough Borough Council, Milton Keynes Council, Neath Port Talbot County Borough Council, North Ayrshire Council, North Lincolnshire Council, North Tyneside Council, Northamptonshire County Council, Nottingham City Council, Nottingham City and Nottinghamshire County Council, Oxfordshire County Council, Pembrokeshire County Council, Plymouth City Council, Preston City Council, Reading Borough Council, Redcar and Cleveland Borough Council, Renfrewshire Council, Rochford District Council, Rotherham Metropolitan Borough Council, Rugby Borough Council, Sheffield City Council, Slough Borough Council, Somerset UNISON, South Derbyshire District Council, South Holland District Council, South Tyneside Metropolitan Borough Council, Southampton City Council, Southend Borough Council, St Helens Metropolitan Borough Council, Stockport Metropolitan Borough Council, Stoke-on-Trent City Council, Stroud District Council, Swansea City and County, Tameside Metropolitan Borough Council, Tewkesbury Borough Council, Thanet District Council, Tower Hamlets Council, Ubico, UNISON, UNISON Merthyr Tydfil, UNISON Somerset, Unison Thames Valley, Wakefield Council, Watford Borough Council, West Lancashire Borough Council, West Lindsey District Council, West Lothian Council, Whitwick Parish Council, Wigan Council, Winchester City Council, Wirral Council, Wolverhampton City Council, Worcester City Council, Wyre Borough Council

Appendix 10: Staff and Resources



Councillor Simon Letts

National Chair 2016/2017

Cllr Simon Letts is a Elected Member at Southampton City Council and a member of APSE Southern



Rachel North

National Chair 2016/2017

Rachel is Director of Communities at West Sussex District Council



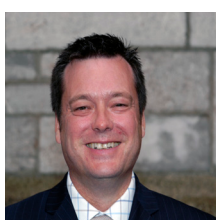
Paul O'Brien

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



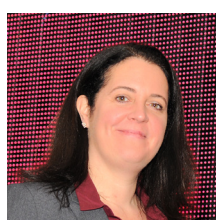
Mo Baines

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 and development in both central and local government.



Lindsay Towler

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



Phil Brennan

Phil is Head of APSE energy, he is responsible for the growth and development of the service and its operational management.



Vickie Hacking

Vickie is the Principal advisor for APSE Central. She is the contact for APSE's facility management portfolio which includes building cleaning, catering and housing, construction and building services.



Wayne Priestley

Wayne is The Principal Advisor for APSE Northern. He is the contact for APSE's environmental services portfolio.



Louise Melville

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



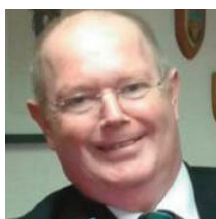
Lorna Box

Lorna is the Principal Advisor for APSE Southern, managing APSE's regional office in Oxford and has responsibility for all APSE activity in Southern England.



Rob Bailey

Rob is the Principal advisor for APSE Wales. He the contact for roads and highways maintenance, transport and leisure



Paddy Knowles

Paddy is a Senior Consultant with APSE Solutions



Ben Parsons

Ben is a Senior Consultant with APSE Solutions



Sophie Bannister
Sophie is the Communications Officer



Wai Lee
Wai is the 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
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 Analysis Officer



Laura McNab
Laura is Administrative and Finance Officer within the APSE Scotland Office



Lyndsey Moffat
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.



Alistair Holcroft
Alistair is an Administration Assistant



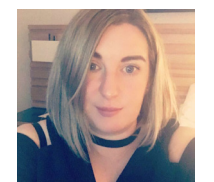
Chloé Petersen Snell
Chloe is an Administration Assistant



Darja Scukina
Darja is an Administration Assistant



Jessica Mistry
Jessica is Finance and Administration Assistant



Vicky Starmer
Vicky is an Administration Assistant

LOCAL SERVICES LOCAL SOLUTIONS



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