



Association for Public Service Excellence
Annual Report 2018



Contents

- 3** Preface **Cllr Archie Dryburgh, Dumfries and Galloway Council**
- 4** Foreword **Paul O'Brien, APSE Chief Executive**
- 5** Section 1 **The year in profile**
- 9** Section 2 **A focus on APSE in your area**
- 11** Section 3 **Organisation and services**
- 16** Section 4 **Finances**

Appendices

- 21** Appendix 1 **APSE members 2017/18**
- 22** Appendix 2 **APSE performance networks 2017/18**
- 23** Appendix 3 **APSE energy member 2017/18**
- 23** Appendix 4 **APSE National Council members 2017/18**
- 24** Appendix 5 **APSE Advisory group and strategic forum chairs 2017/18**
- 25** Appendix 6 **Training, seminars, meetings and promotional activity 2017/18**
- 28** Appendix 7 **Award winners 2017/18**
- 32** Appendix 8 **Briefings and research 2017/18**
- 33** Appendix 9 **APSE solutions clients and APSE partners 2017/18**
- 34** Appendix 10 **Staff and resources**

Preface



It has been an honour and a privilege to be National Chair of APSE over the past year. I took over the role as head of the APSE family in the historic City of Oxford last year and it is a position that I didn't treat lightly. I hope that the effort I have put in has contributed to the organisation achieving a very successful year.

I set out a number of priorities that I wanted APSE to focus on during my year in office, which I outlined at last year's annual general meeting. Firstly, that APSE continues to pursue a wide-ranging research programme across a whole range of areas affecting local government and local communities. Secondly, I wanted to ensure that APSE concentrated on its membership by providing services and support that remains relevant and helpful within the rapidly changing environment in which local government operates. Thirdly, that we continued to focus on an agenda that my own authority has been at the forefront of, commercialisation and entrepreneurship. I said that I believed that local government could be innovative, ingenious and entrepreneurial, having travelled the country visiting the APSE family over the past year I believe in these words even more now than I did then. I hope the information displayed throughout this report shows that I have made sure the work plan I set out in Oxford was delivered on over the last twelve months.

Visiting APSE's areas and regions over the past months has given me the opportunity to see at first hand the valuable work that APSE undertakes and the spirit of openness, goodwill and trust that exists amongst its membership and networks. It's also been a pleasure to see up close the great work that APSE's staff do to keep its membership briefed and aware of the latest issues, by providing analysis and ideas and also making sure that their views are heard at Government level and beyond. I would like to thank the APSE staff for being such a high performing successful team who achieve great results on behalf of the membership.

APSE's ambition to become a louder more influential voice in the sector has been fulfilled more than ever this year with television, radio and newspaper coverage increasing significantly to raise its profile. Social media has also continued to grow and expand across a range of platforms. The research programme continues to flourish with major projects during the last year including: governance and democracy; finance; renewable energy; housing; devolution; commercialisation of property portfolios; municipal entrepreneurship and neighbourhoods.

My National Secretary, Ronnie Dempster has been a great source of advice to me and I would like to take this opportunity to thank him and recognise his 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 meet the memberships needs.

Rather fittingly this year's annual conference will be held in another historic City, Edinburgh and I hope to see lots of you there in September. The programme will of course have many high-profile speakers from the main sectoral organisations and beyond discussing the issues that are most important for local government at present and in the future.

I am sure that next year's Chair, Councillor John Kerr-Brown from Warrington Council and his National Secretary Anita Brown, of Stockton-on-Tees Council will take APSE forward again and I wish them every success for their year. 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.

APSE has had an extremely successful year and strong foundations are in place to ensure that it continues to support local government for many years to come.

A handwritten signature in black ink that reads "Archie Dryburgh".

Cllr Archie Dryburgh
APSE National Chair 2017/18

Foreword



It continues to be tough times for APSE's membership and it's never been more important than now to ensure that our strategies and policies as an organisation are relevant to our memberships' interests. In the current financial environment local government is seeking ideas, innovation and creativity to overcome the challenges it faces. APSE's networks and services act as vehicles to facilitate the exchange of knowledge and best practice required to stimulate solutions to often complex problems. Our research, advice and policy work gives a hugely important context when faced with difficult decisions.

With UK local government finance set to reach its lowest point as a percentage of GDP since 1948, by 2020, many are searching for new approaches to a more self-sustaining future. APSE's ideas around a new municipalism built on a strong core of inhouse services supported by local suppliers, sub-contractors and micro businesses chime with building the local economies required to generate council tax and business rates which will form a large part of local authority funding in the future. With national outsourcing companies out of favour there's a renewed emphasis on what really builds long term wealth for local communities. With a backdrop of Brexit hanging over current strategising there's a focus on investing in local economies and ensuring that the public pound remains and circulates close to home to build prosperity and opportunity for local people. Finding creative commercial ways to build housing, tackle fuel poverty or generate income to support services are all at the forefront of thinking.

APSE continues to focus its research programme on supporting councils and helping them to understand these complex conundrums. Our National Council sees this as our highest priority. We continue to work in partnership with De Montfort University and commission research from some 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 member authorities require to face up to the huge challenges faced in 21st century local government. Our research; seminars; briefings; consultancy; training and energy work has been at the forefront of thinking on commercialisation and developing the concept of municipal entrepreneurship. APSE has continued to focus on efficiency; innovation; income generation and managing demand as the pillars of excellence for local government.

APSE's financial health remains strong 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 very competitive. APSE has a strategy of sustainable growth for the business planning period of 2017-20 and it's good to be able to report at the end of the first financial year of that period that we remain on track to achieve the targets set.

It's exciting times for APSE with a move to new premises imminent after 17 years in our existing Manchester offices. We continue to have an ambition to create a world class work environment for our excellent staff. APSE holds Investors In People (IIP) Gold status, alongside ISO 9001, 14,001 and 27,001.

Finally, I would like to thank Councillor Archie Dryburgh for his work in the role of National Chair of APSE over the last year, alongside his very able National Secretary, Ronnie Dempster. It only remains for me to commend this annual report to APSE's membership.

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

Paul O'Brien
Chief Executive

Section 1: The year in profile

Finance continues to dominate the policy environment of local government, the lack of it; the impact this is having on services and communities; and the debate about what solutions could be implemented to put council finances on a more sustainable footing.

Finance

The past year has seen the first council in twenty years issue a section 114 notice to ban all non-essential spending, with a number of others also reportedly facing severe financial difficulties. There was almost an inevitability that this stage would be reached given the on-going impact of the austerity approach to public finances followed by central government since 2010. The next two years look extremely challenging for English local government in particular, including a move towards a more self-financing approach based largely around council tax and the localisation of business rates. The impact of austerity has also accelerated within Scottish local government with significant budget cuts. Wales and Northern Ireland are also feeling the effects of the on-going financial squeeze.

APSE's research has tracked the steep budgetary decline and highlighted the impact that this is having on council services. By 2020 there will have been 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. Looking ahead next years comprehensive spending review provides the Chancellor with a chance to look afresh at public spending.

Brexit

Brexit continues to dominate the parliamentary timetable at Westminster and led to a legislative void in terms of any focus on domestic matters. The closer the UK gets to a departure date from the EU the greater the focus will be on the impact on public services in terms of areas such as environmental, employment and procurement matters. There are already reported issues around rising costs for fleet, food and availability of labour in some areas.

New municipalism

Ideas around commercialisation continue to grow at a significant pace with many local authorities moving from individual projects within services to a much more comprehensive corporate approach. Driven by the current financial environment and the move towards self-financing, councils have embraced the notion of commercialisation, looking to act more entrepreneurially, innovatively and generate income through their own efforts. Many are linking this approach to their short, mid and long term financial sustainability by focusing on areas that will not only generate current income but also grow council tax and business rates for the future. They are also linking this to tackling major public policy issues such as the housing crisis, fuel poverty and stimulating local economic growth. Ideas around community wealth building, based on work to focus the combined spend of public sector anchor institutions, most closely associated with Preston, are also gaining significant traction.

The local authority services market

The past twelve months has seen an acceleration in the unravelling of the long-term dalliance with national outsourcing companies who have provided services to local government. Whilst insourcing has been a growing phenomenon for a decade or so and gathered significant pace for the last two or three years it has rapidly picked up following the Carillion scandal. With well documented financial problems within many of the main national companies working in the sector in recent years it wasn't a major surprise that one collapsed so spectacularly. It has however fundamentally challenged politicians, policy makers and procurers thinking around the value of outsourcing and the risk associated with it. This has also brought a renewed focus on PFI and many authorities are now questioning its value and re-examining long-term arrangements.

Devolution and reorganisation

Last May seen the election of Elected Mayors to a significant number of combined authorities in England. Their remit includes responsibilities to deliver on economic growth, transport infrastructure and health and social care integration. Voluntary reorganisation of two tier areas of local government to a unitary based approach has been encouraged by central government across England and led to many heated debates about the advantages and disadvantages of any such changes. With the Northern Ireland Assembly suspended at present there has been growing calls for devolution of further powers to local government to ensure on-going continuity of services and democratic overview of provision. APSE has worked closely with NILGA on this agenda. The Welsh Assembly Government abandoned plans for enforced local government reorganisation during the year with discussions now focusing on reform and collaboration on a voluntary basis.

Social Care

The delays in publishing a green paper on social care funding means that the growing demand for adult and children's services continues to soak up local authority resources and place huge pressure on the budgets available for other frontline services. Some additional funding from government and the allowance of an additional precept on council tax bills has slowed slightly the march towards the 'graph of doom' but without fundamental financial reform it is difficult to see how budgets for non-statutory services will avoid almost complete erosion.

Housing

Last year's 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. The Prime Minister even acknowledged this and funding was provided for councils in areas of high need to borrow to build affordable housing. However, government still appears reluctant to take a final step to allow all councils full borrowing powers to build the necessary mix of housing within their local areas. APSE remains at the forefront of the debate on housing through our work with the Town and Country Planning Association around funding, borrowing, planning, quality and innovative solutions.

The last year has seen a steep rise in the number of local authorities borrowing funding to loan to wholly owned housing companies to build badly needed homes. Whilst shortages remain the ending of the 'right to buy' in Scotland and Wales has allowed not only the protection of existing stock but also gives greater certainty for business plans to build more homes.

Neighbourhood Services

APSE's second major opinion poll with 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 amongst 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. Councils are operating creatively and innovatively to offset cuts by generating income. APSE continues to be involved with DEFRA and MHCLG on developing the national litter strategy in England and the roll out of the code of practice on litter and refuse with Scottish Government.

Parks

APSE has been heavily involved in the MHCLG Parks Action Group over the past year in a quest to find long term sustainable solutions for public parks and urban greenspace. Parks are one of the services hit hardest by austerity with many authorities being forced to consider some fairly unpalatable decisions ranging from reductions, to closures and sell offs. Many local authorities have managed to generate income in this area through commercial approaches, engaged volunteers and stripped back maintenance in an attempt to offset budget cuts in the short term.

Municipal Energy

Interest in energy service companies has continued to grow during the past twelve months with many more local authorities setting up their own directly or through a white label company. Nottingham City Council's Robin Hood Energy is now well established and has given others the confidence to follow suit. APSE Energy remains at the forefront of council interest in the energy sector with over 70 member authorities leading the charge. Interest in solar has been renewed as a result of advancements in battery storage technology. This, combined with concerns about air quality, has given a renewed impetus to electric fleet with charging infrastructure being rolled out in many areas. Government's removal of funding for the Swansea tidal lagoon was a setback for large scale renewable energy projects.

Selling services to schools

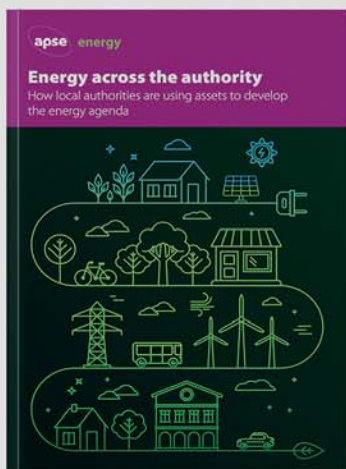
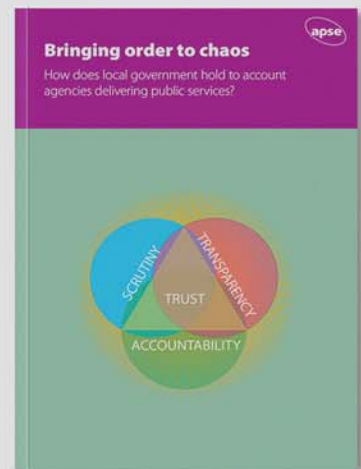
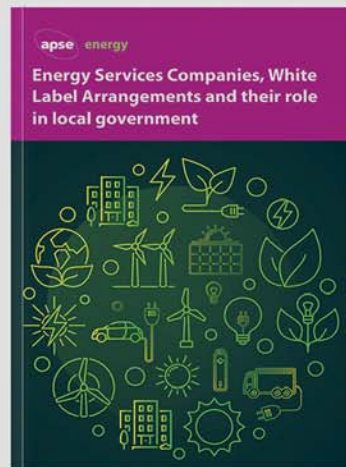
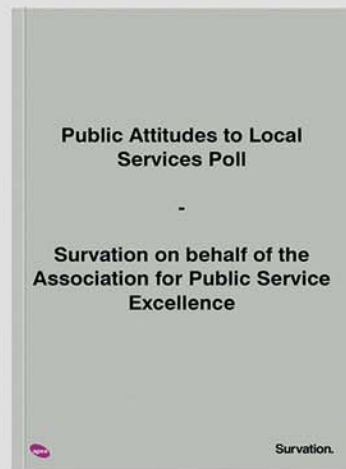
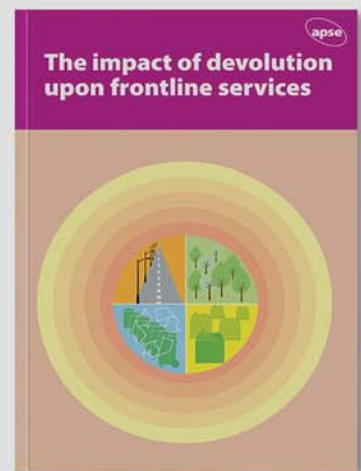
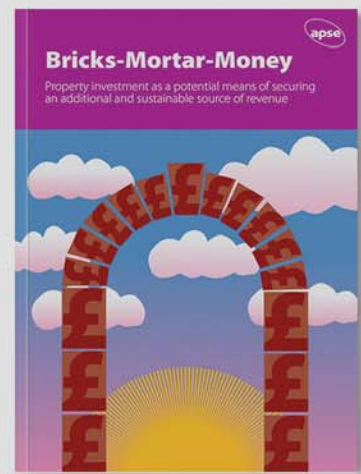
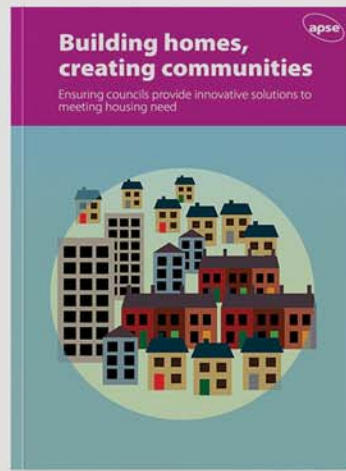
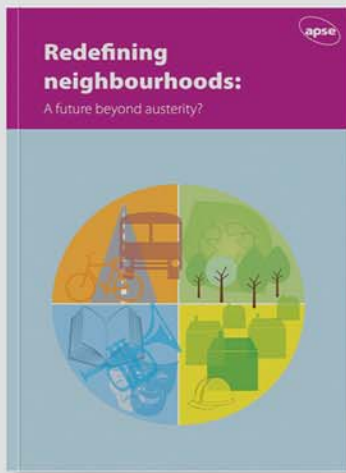
The continued fragmentation of education through academy chains and free schools are creating challenges to traditional delivery models for those who provide services to schools including: property maintenance; school meals; grounds maintenance; janitorial and cleaning. Whilst funding remains for Universal Infant Free School Meals at present, concerns remain about its longevity and APSE continues to gather data with LACA to continue to make the case about the benefits to children's health and educational attainment. APSE continues to provide the secretariat support to the all-party parliamentary group on school meals.

Highways

APSE has built strong links with the Department for Transport around the legacy work of the Highways Maintenance Efficiency Programme and 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. With benchmarking a fundamental element of the self-assessment evidence process APSE is well placed to provide support building on our work with The Society of Chief Officers in Transport in Scotland and The County Surveyors Society in Wales.

Workforce

APSE has undertaken a major study into the changing role of senior officers in local government over the last year looking at the evolution of skills and competency requirements since 2010 and future needs. The age profile of the local government workforce remains a major concern and how to attract new talent in the current climate of cuts. As Brexit starts to loom fears persist about staffing levels in many frontline services.

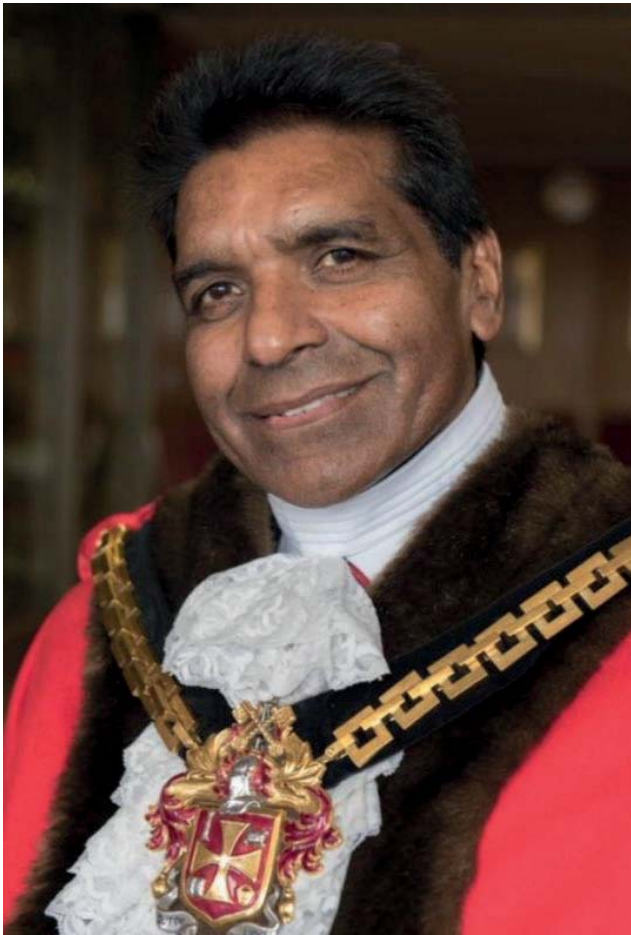


APSE Publications

- Redefining neighbourhoods** April 2017
- Building homes, creating communities** May 2017
- Bricks Mortar Money** July 2017
- Doing local politics in Scotland** July 2017
- Accountability and scrutiny** August 2017
- The impact of devolution upon frontline services** August 2017
- Survation Neighbourhood Services Poll** December 2017
- ESCOs and their role in local government** October 2017
- Bringing order to chaos** January 2018
- Energy across the authority** March 2018



Aileen Murphy of the National Audit Office gives her key note address at the Annual Seminar 2017



Cllr Elias Mattu, Mayor of Woverhampton and long standing member of APSE's National Council



The APSE Big Energy Summit 2018

Section 2: A focus on APSE in your area

APSE Central

Tragically Councillor Elias Mattu, Deputy Chair of Central Region and Mayor of Wolverhampton, died after a lengthy illness in February 2018. Elias was a long standing member of APSE's National Council and staunch advocate of APSE's work, he will be greatly missed by all of those who had the pleasure of knowing him.

Councillor Mark Pengelly from Corby Borough Council was elected again as Central Region Chair for 2017 / 2018. Dela Moreland of Kettering Borough Council was elected as Central Region Secretary 2017 / 2018. 50% of the local authorities within the region are active APSE members. In addition to the many APSE national events, there was also an APSE Energy summit held in the region and the AGM held at the Holiday Express Inn, Leicester.

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 Birmingham City Council, Kettering Borough Council and Telford and Wrekin Council.

APSE Northern Ireland

Alderman Tommy Nicholl and Siobhan Fisher held the roles of APSE Northern Ireland Chair and Secretary for 2017 / 2018, both are from Mid and East Antrim Borough Council. APSE's Performance Networks bespoke data templates for APSE Northern Ireland, which reflecting the new requirements for councils following local government reorganisation, including changes to statutory roles and responsibilities, is now maturing into an advanced set of data proving to be highly useful in reporting the performance of local government. A number of data training sessions alongside benchmarking meetings have assisted in development of the service.

A number of membership events have also helped to support APSE members. An event on community planning proved to be highly popular exploring the role out of community planning at a community engagement level, as well as using the new duties as a means to develop better local places. Similarly an event on environmental and neighbourhood level services bridged the use of performance data with operational service developments.

The on-going suspension of the Northern Ireland Assembly creates a number of challenges for local councils and a strategic forum event hosted to consider this issue, by Alderman Thomas Kerrigan of Derry City and Strabane, found broad support for an expansion of powers to local councils. APSE also liaised with the Northern Ireland Local Government Association (NILGA) on this matter sharing experiences from combined authority devolution settlements within English local authority areas. APSE continues to work in strong partnership with NILGA.

Alongside many training courses in Northern Ireland run by APSE Training and support on service reviews through APSE Solutions support has once again been provided to the Northern Ireland Local Government Awards. A highly successful awards event in 2017 took place at the Le Mon Hotel, Castlereagh and for 2018 APSE has pledged a similar package of support to showcase best practice in Northern Ireland Local Government.

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 waste and recycling services which was held in Morecambe. The event also looked to the future regarding the growing use of electric and self-drive vehicles. Regeneration and its cross cutting impact and benefits to sustainable communities, was the topic of conversation at a second forum held in South Shields which attracted some high profile speakers. A health and well-being forum held in Wakefield was extremely popular, with some really innovative approaches to addressing issues facing many local authorities.

The historic City of Chester was the venue for a discussion on how parks and greenspaces are now becoming globally recognised for their multitude of cross cutting benefits. Despite this level of recognition the forum discussed the struggles local authorities are facing to fund such assets. Despite shared problems, there was a great deal of positivity about the future for our parks and greenspaces. This latter forum also included the regional AGM.

2018 / 19 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 addressing these issues, through greater innovation, income generation and the sharing of best practice.

APSE Southern

The role of Chair for APSE Southern 2017 / 18 was held by Cllr Simon Letts, Southampton City Council with the role of Secretary being undertaken by Colin Rowland, Basingstoke and Deane Borough Council.

2017 / 18 seen the launch of a new Southern Region Advisory Group, Commercialisation, Income Generation and Trading to foster networking and the sharing of good practice within this growing area of Local Government activity. The launch meeting in April 2017, coordinated jointly with SOLACE East and SOLACE West, welcomed over 100 delegates and the new group has been very well received amongst the membership. Over 500 colleagues across the region have engaged within the Association through the region's Advisory Group networks in 2017 / 18.

Over the course of the year, we were delighted to welcome the following authorities into APSE membership:

Bracknell Forest District Council, Dacorum Borough Council, Huntingdonshire District Council, Hampshire County Council, Rother District Council, Essex County Council, London Borough of Redbridge, Ashford Borough Council, London Borough of Lewisham, Norwich City Council, Three Rivers District Council, London Borough of Hammersmith and Fulham.

APSE Scotland

Councillor Les Sharp of Clackmannanshire Council and John Blair from Midlothian Council were elected as Chair and Secretary of APSE Scotland for 2017 / 2018. APSE continued to directly engage with the Scottish Government, Zero Waste Scotland, Transport Scotland, CoSLA, and the Improvement Service on issues as diverse as litter issues on trunk roads contracts to the Scottish Governments nursery milk scheme. This included sitting on a number of working groups. APSE representatives sat on the steering group which continues to oversee the roll out of the Scottish Government Code of Practice on Litter and Refuse (CoPLAR) and also on SWITCH (Scottish Waste Industry Training, Competency, and Health & Safety Forum).

APSE Scotland held extremely well attended fringe events on 'Local Government Finance: Are we at a cliff edge?' at both the SNP and Scottish Labour Party conferences. Speakers included the shadow cabinet secretary for communities, the Leader of CoSLA, Leader of Glasgow Council and portfolio holders at Fife and South Lanarkshire Councils.

APSE launched two bespoke pieces of research for Scottish local government during the year, 'Doing local politics in Scotland' and a 'Guide to Commercialisation for Scottish local authorities'.

APSE Scotland also facilitated a very successful advisory group and seminar calendar which included the hugely successful annual transport and environmental services conference at Aviemore.

APSE Wales

Councillor Arwyn Woolcock of Neath-Port Talbot County Borough Council and Karen Armstrong of Flintshire County Council continued in the role of Chair and Secretary of APSE Wales during 2017 / 18.

A busy year included advisory group meetings in Llandrindod Wells on Renewables & Climate Change; FM, Catering and Cleaning; Environmental Services and Highways; and Housing and Building Maintenance. APSE Wales also hosted two strategic forums on the theme of 'Neighbourhoods, beyond austerity?'

A number of local authorities in Wales have engaged with APSE Solutions around the development of corporate commercialisation strategies. APSE has fostered close working relationships with the Welsh Local Government Association and has continued to provide briefings and advocacy around the issue of local government reorganisation.



Head of APSE solutions Andy Mudd leads a workshop at the Performance Networks Seminar 2017

Section 3: Organisation and services

Research

National Council continues to place great emphasis on APSE's annual research programme focusing on both strategic and operational issues impacting on local authorities. During 2017 / 18 APSE launched 10 major pieces of research. Our long standing partnership with the Local Governance Research Unit at De Montfort University ensures the academic quality as well as consistency of approach by reviewing potential commissions through the prism of our long term shared vision for the future of local government, the Ensuring Council.

'Redefining Neighbourhoods: Beyond austerity?' a report for APSE by the New Policy Institute was launched in April 2017, followed by research commissioned from the Town and Country Planning Association, 'Building homes, creating communities', in May. The publication of 'Bricks, mortar, money' a report on property and asset investment for APSE, undertaken by CIPFA, took place in July.

'Doing local politics in Scotland: Councillors, officers and communities', by De Montfort, Leeds Beckett and Edinburgh Universities was published last August. Two further reports were launched in September 'The impact of devolution on frontline services' by the Centre for Local Economic Strategies and 'Accountability and Scrutiny: The issues for local government in a changing environment', from the Centre for Public Scrutiny.

APSE Energy published two reports during the year 'ESCOs, white label arrangements and their role in local government', which was launched in October 2017 and 'Energy across the local authority', released in March 2018. APSE commissioned its second annual opinion poll from Survation looking into the views of the public with regard to local frontline neighbourhood services, which was launched at Blackpool in December. January 2018 seen the launch of 'Bringing order to chaos: How does local government hold to account agencies delivering public services?'

APSE in the media

During 2017 APSE once again worked with ITN Productions to develop a web-based news programme 'Redefining neighbourhoods: Beyond Austerity' anchored by broadcaster Natasha Kaplinsky. As well as studio interviews the programme included showcase edits of innovation and best practice in local government as part of APSE's news items. The episodes and news items have been used on web and social media platforms to enhance APSE's advocacy work on behalf of its member local councils.

Media profile for APSE continues to increase and once again the number of radio interviews on feature programmes and news items has increased with regular appearances on BBC radio local and national news stations including Radio 4 and Radio Five Live. Television appearances on local news shows have included BBC North West and nationally APSE's chief executive appeared on 'Rip Off Britain' exploring council garden waste charges using the opportunity to argue the funding case for local government. This coverage led to no less than 12 syndicated BBC radio interviews in one day! Other radio coverage has included APSE spokespersons on the topics of parks, recycling, council finances and school meals.

National press through the Financial Times on Insourcing and coverage in the Guardian on housing and insourcing has been balanced by a strong performance in the industry and trade press with a regular column in the MJ, coverage of research in LGC and numerous articles, op-eds and comment pieces in trade magazines like Horticulture Week, CIWM, EduCatering and many others. Trade press remains an important vehicle for APSE's membership in both influencing and learning from sector developments.

The combined twitter accounts of @apsetweets; @apseevents and @apsenews now have a following of nearly 5,000 and are regularly utilised. By further integration with the APSE website the twitter accounts are used to promote news items and research. A similar process of integration with APSE's LinkedIn accounts is proving fruitful.

APSE Direct

APSE's member magazine, Direct News, published six times per year, has been rebranded and reformatted and is now 'APSE Direct'. The rebrand has proven popular with guest editorial and comment pieces alongside a more engaging and fresh design and lay-out. The magazine continues to perform well with advertising revenue in the magazine supporting client campaigns across many APSE platforms including the website and events. Though challenged by GDPR changes the magazine still enjoys a direct mailing to over 17,500 readers and is now also sent as an e-version alongside a new monthly update e-news letter to APSE contacts. Guest writers in 2017/2018 have included Jim McMahon, Labour Party Shadow Housing Minister, Kevin Stewart, MSP, a member of the Scottish Government, Cllr Peter Gold, a Conservative Chair on the LGA group for Parks and Cllr Keith House, Liberal Democrat Leader of Eastleigh Council and Aileen Murphy of the National Audit Office.

APSE's partnership with Spacehouse Ltd has been renewed and continues to develop as an excellent relationship with both APSE and our much valued Approved Partners and exhibitors who tirelessly support APSE seminars and events bringing not just financial support but enabling APSE members to see the latest innovations and technologies from local government suppliers.

Seminars and awards

2017 / 2018 was another exceptionally busy year for APSE's seminars and events programme. Newer seminars, introduced in response to emerging issues in areas like cemetery and crematoria services, have been highly successful. APSE continues to balance its seminar programme between frontline service issues and emerging public policy matters informed by APSE research in areas like housing and local government finance. The business plan expectations for APSE's seminar and events programme for 2017 / 18 were achieved and satisfaction levels amongst delegates remains high with the vast majority of attendees rating APSE seminars and events as excellent or good (97%). Organisationally it has been important to ensure that any growth in volume of the seminars and events is balanced by retaining a quality experience for all attendees. APSE has resisted the approach of others in turning events into trade shows, retaining the gravitas of the seminar programme as learning and networking events. This quality driven approach has allowed APSE to retain and grow support amongst industry suppliers over the majority of events and their contribution, in sharing new technologies and industry developments, as well as providing additional financial support, is valued by delegates and helps ensure events offer a very affordable option for member councils. This is shown in attendance figures of 3,434 in 2017 / 2018.

The Annual Seminar 2017 was hosted in Oxford with much welcomed support from Oxford City Council as the host city. The seminar was addressed by Lord Gary Porter, Chair of the LGA, and also attracted high profile speakers from across local government including the National Audit Office, NILGA, COSLA and the WLGA. The Overall Council of the Year in Service Delivery was awarded to North Ayrshire Council receiving their award from the main dinner sponsor Yotta, who are APSE Approved Partners and host presenter and broadcaster Louise Preston. The charity dinner continues to raise funds to support APSE's corporate charity Parkinson's UK.

APSE continues to promote apprenticeships with recognition awards in transport, construction and building skills, and new awards in environmental services being introduced in response to member councils. The full programme of seminars and events is shown at Appendix 5.

Advisory groups and strategic forums

The scope of Advisory Groups across different service areas means this service remains highly popular amongst members providing a chance to share operational and industry developments, best practice and a regular networking opportunity. Working across 11 different frontline service areas, alongside a cross-service commercialisation network, each group meets around four times a year with an allocated lead Principal Advisor. The majority of the groups also dovetail into APSE performance networks helping to facilitate development and engagement in service level benchmarking information and data sharing as well as providing ideas and support for APSE's many strands of research into frontline service matters.

The UK wide groups are held in Manchester and are open to all APSE members from anywhere within the UK however these are complemented by area based advisory groups in Scotland, Wales and APSE's Southern region. Mirroring the UK wide group there has been highly successful developments of new commercialisation networks in APSE Southern and APSE Scotland. APSE Northern, APSE Central and APSE Northern Ireland all continue to offer a number of free member events to supplement the UK wide advisory groups.

Strategic Forums regularly take place across the UK with these meetings used both to disseminate research findings and to gather views of member councils to help in the development of APSE policy and research ideas. The forums are designed to attract council leaders, chief executives and service directors to provide an opportunity to discuss and debate areas of concern which in turn informs APSE's ever-growing advocacy role, representing those issues in submissions to government consultations, industry bodies and the wider local government family.

APSE's advocacy role is further enhanced by participation at political party conferences through fringe events, research events and exhibition opportunities. APSE regularly participates at different events across the UK administrations and national conferences such as the LGA.

Advisory group attendance in 2017 / 2018 provided a reach of 1,474 councillors, officers, and trade union representatives. 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

Website development has continued with improvements in navigation, development of specific hub pages and greater use of web-based forms to assist in contact points with APSE. The APSE marketplace to showcase Approved Partners and suppliers remains popular and is growing in use alongside good use of the free job advertisement service restricted to APSE member councils.

The website also hosts details of APSE's services to members including its briefing service which in 2017 issued 60 briefings, alongside information points on advisory groups, and the network query service. State of the Market survey reports over different service disciplines are used by both APSE members and as a media interest source. The website also provides regional or APSE area information points and is now the main platform for booking seminars, events and training services. The website hosts specific pages for traded services including APSE Solutions, APSE Training, APSE Energy and APSE Performance Networks. New access points and a re-engineered platform for APSE Performance Networks is accessed through the main APSE website providing a seamless entry point for users.

The popular network query service has produced 374 reports by APSE members in 2017 / 2018 providing discreet sources of information on technical, supplier and operational information between APSE member councils, saving member councils significant resources and time. The APSE YouTube channel now hosts downloads of APSE's regular media appearances so members can readily access these news items and a live twitter feed to the site again keeps members regularly updated. 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

The main target for success of APSE Energy is our level of membership. As with all APSE services one of the main strengths of the offer is in access to shared experience and expertise. The membership of APSE Energy continues to rise from an original 29 authorities when it began in 2014 to a total of 77 local authorities from England, Scotland, Wales and Northern Ireland in March 2018.

APSE Energy has 4 workstreams. Learning is a core work stream enabling members to come together, hear about and learn from one another on energy related activities. We have held 11 meetings across the UK including covering topics such as low emission vehicles and charging infrastructure, energy services companies, air quality, heat networks, battery and storage options, biomass, solar and solar car ports, the Merton Rule and planning issues. The APSE Big Energy Summit was held for the 4th time and was again a great success. Over 100 delegates attended the 2 day summit and were able to share their experience, talk about case studies hear about technological advances, practical developments, new delivery models and how all applied to local authorities.

Membership of the BEIS Heat Networks Forum and BEIS Local Energy Forum reflects our Advocacy workstream which also involves our promotion of the role of local authorities in the energy and related agenda and continued interaction with OFGEM, private sector suppliers and trade organisations such as the REA. We continually promote the role and achievements of local authorities in the sector taking forward council projects for renewable energy generation, energy efficiency and engagement with the local community and economy.

Through our Knowledge workstream we have produced 8 briefings and a monthly newsletter containing a range of information about new legislation, technologies, products, suppliers and developments across the sector. APSE Energy produced a publication 'Energy across the authority' highlighting a number of energy investments and services projects by different local authorities showing the range and variety of ways they can become involved in this agenda for the benefit of their communities. We also published 'ECO funding for local authorities' explaining the detail of current ECO funding options and how local authorities can take account of the scheme. These publications are for APSE Energy members only and provide a unique local authority perspective on energy issues for the local government sector.

Our Consultancy workstream has continued to expand, increasing turnover and we have provided support on strategic energy policy, feasibility studies, individual generation projects and specifically on heat networks, solar schemes, electric vehicle and charging infrastructure, private wire proposals, financing advice and battery and storage expertise.

APSE Energy has gone from strength to strength over the past 12 months and we intend to do the same over the coming year. As more councils recognise the central role that energy plays in their own investment strategies and how they manage assets, tackling local problems such as fuel poverty and air quality, the centrality of energy to all council services and how the local authority can take a lead in this agenda for the benefit of the local economy, we expect APSE Energy to continue to have an influence across the sector.

Did you know?



Over the last 12 months
APSE has received a

customer satisfaction
rating



delegates attended an APSE seminar
or training course this year

APSE held



seminars
this year

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



374

network query reports
have been circulated and
responded to



APSE briefings have
been released



publications have been
released by APSE this year

APSE performance networks

APSE performance networks membership and participation in the service has increased. A new highways project has seen the number of authorities benchmarking through performance networks rise to 192 authorities. APSE have been working with the Direct Management Group (DMG) to bring their benchmarking project into APSE performance networks and have been working with DMG to design data templates and reports to meet the needs of the group from 2018 onwards. The Department for Transport were consulted over the proposal and offered the following comment: "Effective Benchmarking is a key component in any performance management framework and the Department has been following the Direct Management Group's initiative with interest. We fully support this proposed alignment with APSE's Performance Networks and believe this will ensure members will be able to demonstrate best practice in accordance with the local highways maintenance Incentive Fund self-assessment principles."

APSE have also been working with BBITS over developing an App which councils can use for their LAMS (Land Audit Management System) inspections, in order to avoid the need for manual data input. This will be piloted and launched during 2018.

APSE have been attending the Defra Litter Strategy meetings to promote LAMS and performance networks street cleansing data as a source of information which Defra can use to establish a baseline for England. The dashboard was published in February 2018 containing statistics for 2016 / 2017 sourced from APSE performance networks. 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 & Refuse and have been promoting LAMS as a method of monitoring the quality of green spaces in Scotland. LAMS has now been included within the new monitoring software developed 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.

APSE solutions

This was a difficult trading year for APSE solutions. Changes to the taxation treatment of interim managers, as predicted, caused a serious downturn in demand. As a result revenues from the interim side of the business fell significantly. A number of smaller agencies ceased trading during the year and even some of the bigger ones decided to no longer provide interim managers. For its part Solutions focused on the development of effective systems and processes aimed at minimising the risks and burdens on its local authority customers. On the expectation that underlying demand has not gone away the service is now well placed to recover in the 2018 / 2019 trading year.

Despite the above, the service overall still managed to turnover in excess of £1m to stay around its 5 year average financial performance. The consultancy focus on helping to bring services in-house resonates with the growing numbers of authorities that require the control and flexibility that direct service delivery brings. This, along with the expertise and experience APSE solutions offers in relation to commercialisation, feeds a steady demand for consultancy support.

APSE solutions has and continues to seek innovative answers to the problems faced by all council service providers. One initiative that is gaining increasing traction is the promotion of underground communal refuse bins. APSE solutions has forged relationships with suppliers and is able to offer technical support to refuse service providers and council planners along with strategic advice and assistance at the policy level.

APSE training

APSE training continues to offer a wealth of learning, skills and development opportunities across all front line service sectors. In 2017 / 2018, our bank of experienced tutors was increased to 25, assisting the Head of Training to deliver 130 courses across all membership regions. Our diverse offering of public, in-house, Masterclasses and hosted courses, resulted in 1445 delegates attending from across the UK.

The demand for core skills remains with supervisory skills, health and safety, project management and leadership being our highest attended events. We are however seeing an increasing level of interest in commercialisation courses and income generation, within all service sectors.

A noted addition to the training programme was the highly rated "Kitchen Social, Holiday Hunger Model" developed with Associate Lindsay Graham. The success of the initial pilots resulted in a national delivery of events and is expected to be a high area of growth for APSE training in subsequent years.

Our training programme was extended in 2017 / 2018 to include over 50 topics for first line officers, elected members and senior management levels of development. The programme will reflect the current climate of local authority needs and requirements on a continuous basis.

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. APSE is accredited as a gold investors in people employer and continues to invest heavily in staff including short courses and post graduate studies. A comprehensive succession planning process took place during the year in conjunction with the National Chair and Secretary. This will be an opportunity for APSE to minimise risk and future proof the organisation. This has now been adopted as a formal plan to be reviewed annually.

A new modern apprentice post, Business Administration Assistant, has been created within APSE's Oxford office which is an exciting opportunity for APSE to further endorse modern apprenticeships and its ethics as an employer of choice. This role will support the continued growth within the southern region and will support the two existing members of staff in the Southern office.

During the year Sophie Bannister, Communications Officer, left to pursue a career in the health service and was replaced by Matthew Ellis. Matthew had previously been studying for his MSc in Public Relations from Manchester Metropolitan University. APSE Energy continues to expand, to support the growth and development of the service a new post 'Energy Research and Project Officer' has been created.

APSE's Manchester office is relocating to new premises in October 2018. APSE has grown significantly since it initially moved into its existing premises 17 years ago and the move will allow additional meeting space and office functionality. Staff are engaged in the move and looking forward to the new space and opportunities.

Staff health and wellbeing remains at the top of APSE's agenda and Vicky Starmer, Administration Assistant, has taken on the role of 'Health and Wellbeing Coordinator'. Monthly newsletters are produced for staff along with awareness activities such as the importance of a healthy diet and sun & skin cancer awareness. Staff are encouraged to participate in the health and wellbeing activities and the monthly activities are well received.

Fundraising for Parkinson's UK has reached over £45,000 and APSE continues to have a Corporate Social Responsibility Strategy to underpin its ethical working practices.

Investment continues in APSE's infrastructure ensuring that office, IT and physical equipment continues to be fit for purpose. APSE continues to be accredited in ISO9001 / ISO14001 and ISO27001 through external assessment. We also revised and reviewed processes for the purpose of GDPR



APSE Chief Executive Paul O'Brien addresses delegates at the APSE Street Cleansing Seminar 2018

Section 4: Finances

Association for Public Service Excellence

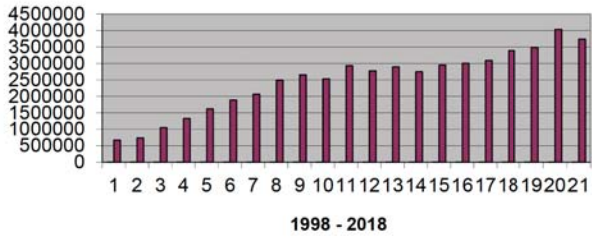
Revenue Account for the year ended 31 March 2018

Income	Note	APSE £	APSE Energy £	APSE Solutions £	APSE Training £	Performance Networks £	Total 2018 £	Total 2017 £
National membership fees		670,156	150,048	-	-	834,923	1,655,127	1,581,619
Approved partners		50,981	-	-	-	-	50,981	37,596
Seminar income		449,545	13,590	-	-	65,095	528,230	567,289
Consultancy and training income		-	221,749	1,021,350	203,247	15,422	1,461,768	1,785,050
Special projects income		3,600	-	-	-	-	3,600	5,710
Publication sales		7,695	145	-	-	-	7,840	23,498
Miscellaneous income		20,293	1,000	-	-	-	21,293	20,011
Bank interest		12,048	-	-	-	-	12,048	15,872
Total income		1,214,318	386,532	1,021,350	203,247	915,440	3,740,887	4,036,645
Expenditure								
Establishment		717,121	99,801	243,698	108,578	432,446	1,601,644	1,512,085
Associates		-	153,023	682,059	63,542	107,045	1,005,669	1,251,908
Seminar costs		261,844	25,412	2,501	-	82,130	371,887	405,402
Meetings		31,396	-	-	15,982	12,340	59,718	61,106
Fringe meetings		17,262	-	-	-	-	17,262	11,165
Premises costs		44,980	7,445	11,167	7,445	30,334	101,371	105,453
Office costs		60,061	2,180	4,204	3,652	37,003	107,100	107,519
Printing and photocopying		200,733	1,783	-	-	30,826	233,342	234,293
Professional fees		15,500	-	-	-	50,723	66,223	81,268
Promotional/advertising		30,657	267	12	1,329	3,919	36,184	69,121
Bad debts		5,043	784	-	-	9,976	15,803	17,184
Depreciation		31,480	-	-	-	21,906	53,386	73,898
Miscellaneous		5,596	-	60	24	24	5,704	2,916
Membership retention		20,000	-	-	-	-	20,000	56,241
Total expenditure		1,441,673	290,695	943,701	200,552	818,672	3,695,293	3,989,559
Net income/(expenditure) for the year		(£ 227,355)	£ 95,837	£ 77,649	£ 2,695	£ 96,768	£ 45,594	£ 47,086

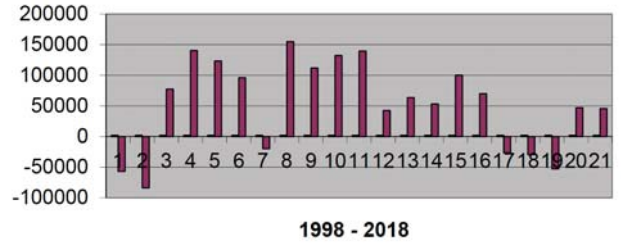
Association for Public Service Excellence Balance Sheet as at 31 March 2018

	Notes	2018 £	2017 £
Fixed assets			
Tangible assets	6	78,149	66,987
Current assets			
Debtors	7	722,576	712,642
Investments held as current assets		1,063,531	1,051,864
Cash at bank and in hand		332,217	495,290
		<u>2,118,324</u>	<u>2,259,796</u>
Creditors: amounts falling due within one year	8	(665,943)	(841,847)
Net current assets		<u>1,452,381</u>	<u>1,417,949</u>
Net assets		<u>1,530,530</u>	<u>1,484,936</u>
Capital and reserves			
Profit and loss account		1,424,280	1,484,936
Designated funds		106,250	-
Funds of the Association		<u>1,530,530</u>	<u>1,484,936</u>

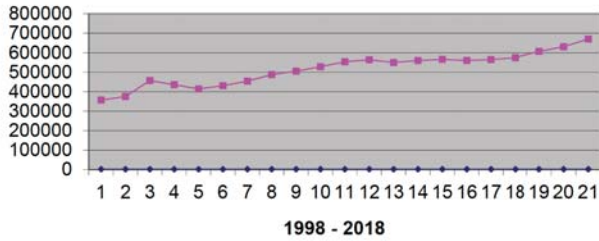
Turnover



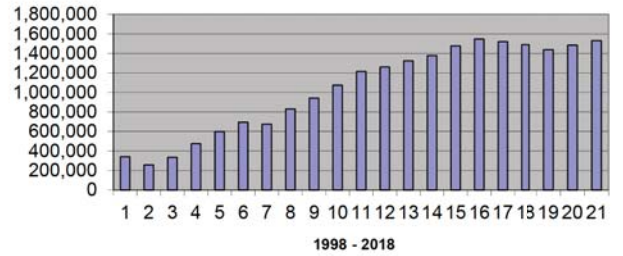
Surplus / (Deficit)



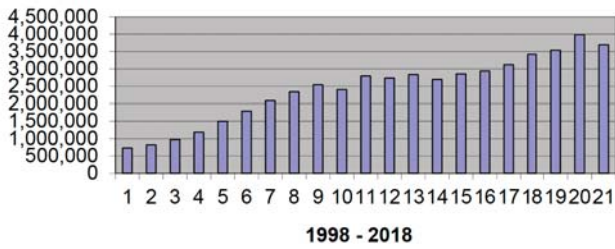
Subscriptions



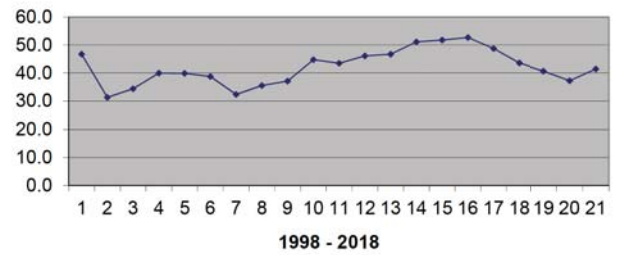
Reserves



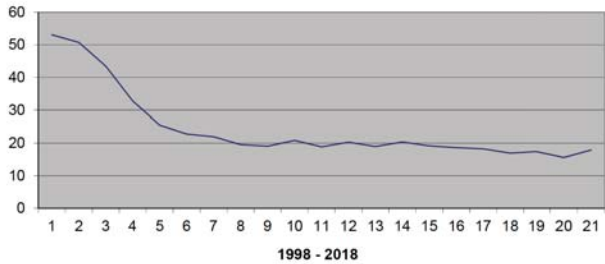
Expenditure



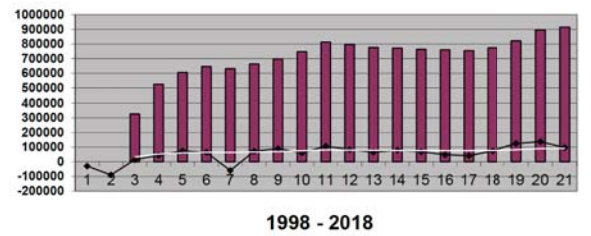
Reserves as % of expenditure



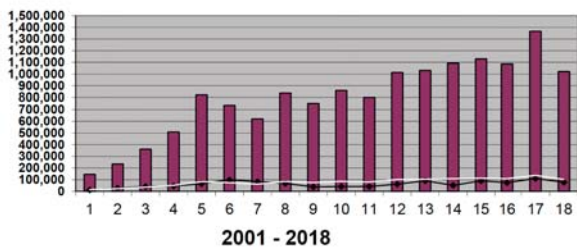
Subscriptions as % of turnover



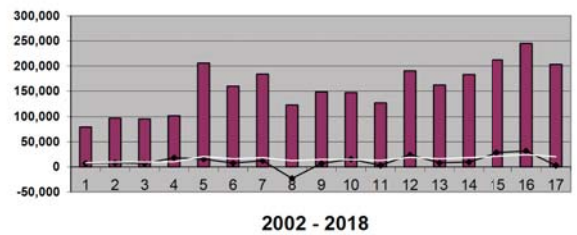
APSE performance networks



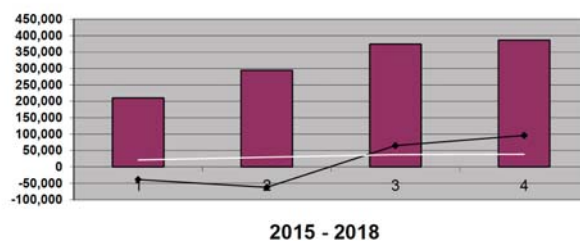
APSE solutions



APSE training



APSE energy





APSE National Chair Archie Dryburgh with Mayor of Oxford Jean Fooks at the APSE Annual Seminar 2017



Lord Porter of Spalding CBE, gives his key note address at the APSE annual seminar 2017



Tara King of Cardiff City Council gives her presentation at the Annual Seminar 2017



Cllr Simon Letts presents Jim Docherty with the Van Coulter Lifetime Achievement Award at the APSE Annual Service Awards 2017



Exhibitors at the APSE Scotland Fleet, Waste and Grounds Seminar 2017 in Aviemore



APSE Annual Seminar 2017

Appendices



APSE Cemeteries and Crematorium Seminar 2017



Gerald Young, Senior Research Associate with the ICMA and Debbie Johns, Head of Performance Networks at the APSE Performance Networks Seminar 2017

Appendix 1: APSE members 2017/18

Approved Partners: 19

Arena4Finance, Brigade Electronics Plc, Cenex, CMS Window Systems, Contenur UK Ltd, DAFTTrucks Limited, Egbert H Taylor & Co Ltd, Enevo, Fraser & Fraser, Go Cardless, Hatton Traffic Management, IQSS, LHC, Nexus Vehicle Rental, Vision B2B, Walker Morris, Webaspx Limited, Yotta, Zoeller Waste Systems Limited

Associate Members: 10

GMB, Keep Britain Tidy, LGIU, NILGA, NIPSA, Northern Ireland Housing Executive, UNISON, UNITE, Vision Redbridge Culture & Leisure, Wheatley Group

APSE Central: 33

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, 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, 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: 61

Barnsley Metropolitan Borough Council, Barrow Borough Council, Blackburn with Darwen Borough Council, Blackpool Council, Bolton Council, City of Bradford Metropolitan District Council, Calderdale Council, Cheshire East Council, Cheshire West and Chester Council, City of Lincoln Council, City of York Council, Copeland Borough Council, Cumbria County Council, Darlington Borough Council, Doncaster Metropolitan Borough Council, Douglas Borough Council, Durham County Council, East Riding of Yorkshire Council, Gateshead Council, Greater Manchester Fire & Rescue Service, Halton Borough Council, Harrogate Borough Council, Hartlepool Borough Council, Hull City Council, Kirklees Council, Knowsley Metropolitan Borough Council, Lancashire County Council, Lancaster City Council, Leeds City Council, Liverpool City Council, Manchester City Council, Middlesbrough Borough Council, Newcastle

City Council, Northumberland Council, North East Lincolnshire Council, North Lincolnshire Council, North Tyneside Council, 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 Kesteven District Council, South Lakeland District Council, South Tyneside Metropolitan Borough Council, St Helens Metropolitan Borough Council, Stockton on Tees Borough Council, Sunderland City Council, Tameside Metropolitan Borough Council, Trafford Council, Wakefield Council, Warrington Borough Council, West Lancashire 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: 34

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

APSE Southern: 78

Ashford Borough Council, Aylesbury Vale District Council, Basingstoke and Deane Borough Council, Bath & North East Somerset Council, Bedford Borough Council, Bournemouth Borough Council, Bracknell Forest Council, Brighton & Hove Council, Bristol City Council, Buckinghamshire County Council, Cambridge City Council, Camden 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, Ealing Council, Eastleigh Borough Council, East Hertsfordshire District Council, Enfield Council, Essex County Council, Exeter City Council, Gloucestershire CC, Greenwich Council, Guildford Borough Council, Hackney Council, Hampshire County Council, Haringey Council, Harrow Council, Hertsmere Borough Council, Huntingdonshire District Council, Ipswich Borough Council, London Borough of Barking & Dagenham Council, London Borough of Hammersmith & Fulham, London Borough of Havering Council, London Borough of Hounslow Council, London Borough of Lewisham, London Borough of Redbridge Council, London Borough of Richmond upon Thames Council, London Borough of Tower Hamlets Council, Luton Borough Council, Maidstone Borough Council, Merton Council, Norse Commercial Services, Norwich City Council, Oxford City Council, Oxfordshire County Council, Peterborough City Council, Plymouth City Council, Reading Borough Council, Rother District Council, Sevenoaks District Council, Slough Borough Council, Southampton City Council, Southend on Sea 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, Tendring District Council, Tewkesbury Borough Council, Three Rivers District Council, Thurrock Council, Vale of White and South Oxfordshire District Councils, Watford Borough Council, West Devon Borough Council, West Sussex County 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: 263 members

Appendix 2: APSE performance networks members 2017/18

APSE Central: 30

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, East Staffordshire Borough Council, Gedling Borough Council, High Peak 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 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: 50

Barnsley Metropolitan Borough Council, Blackburn with Darwen Borough Council, Blackpool Council, Bolton Metropolitan Borough Council, Bradford Metropolitan District Council, Burnley Borough Council, Cheshire East Council, Cheshire West and Chester Council, City of 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, Hartlepool Borough Council, Hull City Council, Kirklees Council, Knowsley MBC, Lancashire County Council, Lancaster City Council, Manchester City Council, Middlesbrough Borough Council, North Lincolnshire Council, North Tyneside MBC, Northumberland County Council, Preston City Council, Redcar & Cleveland Borough Council,

Rochdale Metropolitan Borough Council, Rotherham MBC, Scarborough Borough Council, Sefton Metropolitan Borough Council, Sheffield City Council, South Lakeland District Council, South Tyneside MBC, St Helens MBC, Stockton-on-Tees Borough Council, Sunderland City Council, Tameside Metropolitan Borough Council, Trafford Metropolitan Borough Council, Wakefield MDC, Warrington Borough Council, West Lancashire 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, Comhairle Nan Eilean Siar, Dumfries & Galloway Council, Dundee City Council, East Ayrshire Council, East Dunbartonshire Council, East Lothian Council, East Renfrewshire Council, Falkirk Council, Fife Council, Glasgow City Council, Glasgow Housing Association, Highland Council, Inverclyde Council, Midlothian Council, Moray Council, North Ayrshire Council, North Lanarkshire Council, Orkney Islands Council, Perth & Kinross Council, Renfrewshire Council, Scottish Borders Council, Shetland Islands Council, South Ayrshire Council, South Lanarkshire Council, Stirling Council, Tayside Contracts, West Dunbartonshire Council, West Lothian Council

APSE Southern: 39

Bath & North East Somerset Council, Brighton and Hove City Council, Cambridge City Council, Chelmsford City Council, City of London Corporation, 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, Peterborough City 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, The Barnet Group, Thurrock Council, Vision Redbridge Culture & Leisure, Waveney District Council, Weymouth and Portland Borough District Council, Wokingham Borough Council

APSE Wales: 18

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



Appendix 3: APSE energy members 2017/18

Central: 8

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

Northern: 21

Barnsley Metropolitan Borough Council, Blackburn with Darwen Borough Council, Bradford Metropolitan District Council, Cheshire East Council, City of York Council, Darlington Borough Council, Doncaster Council, Durham County Council, East Riding of Yorkshire, Knowsley Metropolitan Borough Council, Lancaster City Council, Middlesbrough Borough Council, Newcastle City Council, North Yorkshire County Council, Preston City Council, Sefton Metropolitan Borough Council, Selby District Council, Sheffield City Council, Stockton-On-Tees Borough Council, Wakefield

Metropolitan Council, Warrington Borough Council

Northern Ireland: 1

Derry City and Strabane District Council

Scotland: 17

Aberdeen City Council, Angus Council, Clackmannanshire Council, Dumfries & Galloway Council, East Ayrshire 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

Southern: 24

Ashford Borough Council, Basingstoke and Deane District Council, Buckinghamshire County Council, Cherwell District & South,

Northamptonshire Council, Cornwall Council, East Hertfordshire District Council, Essex County Council, Gloucestershire County Council, Guildford Borough Council, London Borough of Enfield, London Borough of Hackney, London Borough of Hammersmith and Fulham, London Borough of Havering, Luton 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, Southend-on-Sea Borough Council, Stevenage Borough Council, Watford Borough Council

Wales: 6

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

Appendix 4: APSE National council members 2017/18

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

Current National Secretary: Ronnie Dempster, Dumfries and Galloway Council

Past National Chair: Cllr Simon Letts, Southampton City Council

Past National Secretary: Rachel North, West Sussex County Council

National Chair Elect: Cllr John Kerr-Brown, Warrington Borough Council

National Secretary Elect: Anita Brown, Stockton-on-Tees Council

APSE Central

Chair: Cllr Mark Pengelly, Corby Borough Council

Secretary: Dela Moreland, Kettering 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

Deputy Chair: Cllr Sonja Crisp, City of York Council

Additional Members:
Cllr Lynn Pallister, Redcar and Cleveland Council

Adrian Phillips, Preston City Council
Cllr. Julie Simpson, Gateshead Council
Cllr. Tracey Dixon, South Tyneside District Council

APSE Northern Ireland

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

Secretary: Siobhan Fisher, Mid and East Antrim Borough Council

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

Additional Members:
Cllr Patsy Kelly, Derry and Strabane District Council

APSE Scotland

Chair: Cllr Les Sharp, Midlothian Council

Secretary: John Blair, Midlothian Council

Additional Members:
Cllr Paul O'Kane, East Renfrewshire Council
Cllr Norman Hampshire, East Lothian Council
Ken Campbell, North Ayrshire 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
Owen Jenkins, Oxfordshire County Council
Zena Cooke, London Borough of Tower Hamlets
Andy Tatt, Peterborough Borough Council

APSE Wales

Chair: Cllr Arwyn Woolcock, Neath Port Talbot County Council

Secretary: Karen Armstrong (Flintshire Council Council)

Vice Chair: Cllr Clive Lloyd, Swansea City and County

Additional Members:
Tara King, Cardiff County Council

Associate Members

Mags Lightbody, NI Housing Executive
Fiona Farmer, Unite the Union
Brian Campfield, NIPSA
Heather Wakefield, UNISON
Adrian Kerr, LGSC
Rehana Azam, GMB
Alan Waters, LGIU

Meetings Held

National Council:
22-23 June 2017, York
5 September 2017, Oxford
15 December 2017, Belfast
23 March 2018, London

Annual General Meeting:
6 September 2017, Oxford

Policy, Performance and Scrutiny Sub Committee:

1 November 2017, Manchester
23 February 2018, Dunblane

Full Association:
19 January 2018, Edinburgh

Appendix 5: APSE advisory group and strategic forum chairs 2017/18

Advisory Groups

Building Cleaning

Chair: Cllr Eddie Connor, Knowsley Metropolitan Borough Council

Catering (school meals)

Chair: Cllr Julie Simpson, Gateshead Metropolitan Borough Council

Cemeteries and Crematoria Advisory Group

Chair: Cllr Norman Hampshire, East Lothian Council

Environmental Health Advisory Group

Chair: Cllr Peter Brooks, Royal Borough of Greenwich

Housing, Construction and Building Maintenance

Chair: Cllr Judy Hamilton, Fife 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, Newry, Mourne and Down District Council

Renewables and Climate Change Advisory Group

Chair: Cllr Robert Boswell, Preston City Council

Highways and Street Lighting Advisory Group

Chair: Cllr Frank Anderson, West Lothian Council

Sports and Leisure Management Advisory Group

Chair: Cllr Paul Gittings, Reading Borough Council

Vehicle Maintenance and Transport Advisory Group

Chair: Cllr Steve Pearce, Bristol City Council

Waste Management, Refuse Collection and Street Cleansing Advisory Group

Chair: Cllr Tracey Dixon, South Tyneside Council

Strategic forums

Service transformation

Chair: Cllr Andrea Lewis, City and County of Swansea Council

Property, asset management and regeneration

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

Healthy communities

Chair: Cllr Robin Brown, Northamptonshire County Council

Environment and sustainability

Chair: Cllr Louise Upton, Oxford City Council

Communities, neighbourhoods and localism

Chair: Cllr Paul Findlow, Cheshire East Council

Citizen engagement and participation

Chair: Cllr John Kerr Brown, Warrington Borough Council

Commercialisation and finance professional practice group

Chair: Cllr Giles McNeill, West Lindsey Council

Devolution and powers

Chair: Cllr Simon Letts, Southampton City Council

Housing, social justice, and welfare reform

Chair: Cllr Mark Pengelly, Corby Borough Council



Delegates meet with exhibitors at the APSE Annual Seminar 2017 in Oxford Town Hall

Appendix 6: Training, seminars, meetings and promotional activity 2017/18

In-house courses

Principles of contract management 11.04.17 Powys

Supervisory skills for team leaders in frontline services 08.05.17 Swindon

Principles of contract management 15.05.17 Powys CC

Supervisory skills for team leaders in frontline services 16.05.17 North Ayrshire

Health & Safety Enforcement - What environmental health officers need to know 23.05.17 Copeland

Effective Accident and Incident Investigations for Regulators 24.05.17 Copeland

General Power of Competence 25.05.17 Mid and East Antrim

Project Management in Local Government 05.06.17 Fife Council

ICCM - The Bereavement Journey 08.06.17 Solihull

Effective Accident and Incident Investigations for Duty Holder 28.06.17 Belfast

Project Management in Local Government 30.06.17 Barnsley

Effective Accident and Incident Investigations for Regulators 17.07.17 Stirling

Effective Accident and Incident Investigations for Regulators 18.07.17 Stirling

Social Media for Elected Members 25.07.17 Neath Port Talbot

How to make a profit from selling your local authority services 01.09.17 Powys

Advanced Contract Management 04.09.17 Powys

Advanced Contract Management 05.09.17 Powys

How to make a profit from selling your local authority services 08.09.17 Powys

Project Management in Local Government 13.09.17 Barnsley

Supervisory skills for team leaders in frontline services 20.09.17 North Ayrshire

Supervisory skills for team leaders in frontline services 21.09.17 North Ayrshire

Supervisory skills for team leaders in frontline services 26.09.17 Causeway Coast and Glens

Project Management in Local Government 13.10.17 Fermanagh and Omagh

Supervisory skills for team leaders in frontline services 18.10.17 Denbighshire

Project Management in Local Government 09.11.17 Barnsley

Commercialisation of Property, Assets and Estates 20.11.17 Warrington

Principles of contract management 22.11.17 Denbighshire

Health and Safety - Working on the Highway

and Verges 07.12.17 North Lanarkshire

Health and Safety - Working on the Highway and Verges 13.12.17 North Lanarkshire

Project Management in Local Government 15.01.18 Barnsley

ICCM - The Bereavement Journey 31.01.18 Aberdeenshire

ICCM - The Bereavement Journey 01.02.18 Aberdeenshire

Project Management in Local Government 06.02.18 Douglas

First Line Managers in Frontline Services 15.02.18 London Borough of Redbridge

Scrutiny and Challenge 16.02.18 NILGA

Event Management 21.02.18 Argyll and Bute

The Kitchen Social Model (Holiday Hunger) 22.02.18 Rotherham

CDM Course 23.02.18 Swindon

Critical Skills for Team Leaders 27.02.18 Ards and North Down

Kitchen Social 06.03.18 North Lanarkshire

First Line Managers in Frontline Services 09.03.18 London Borough of Redbridge

Critical Skills for Team Leaders 12.03.18 Ards and North Down

Project Management in Local Government 14.03.18 Barnsley

Supervisory skills for team leaders in frontline services 15.03.18 Harrogate

Supervisory skills for team leaders in frontline services 22.03.18 Edinburgh

Supervisory skills for team leaders in frontline services 23.03.18 Edinburgh

Masterclasses

Principles of Fleet Management 26.04.17 Manchester

Managing Contractors Safely 27.04.17 Central London

Marketing your local authority services to business customers 10.05.17 Birmingham

How to make a profit from restaurants, cafeterias and events 13.06.17 Glasgow

Effective Accident and Incident Investigations for Regulators 15.06.17 Cardiff - Nantgarw

Health and Safety - Working on the Highway and Verges 15.06.17 Glasgow

Marketing your local authority services to business customers 23.06.17 Leeds

Local Government Finance 26.06.17 Central London

ICCM - Legal and Practical Management of Cemeteries (Ensuring Compliance) 11.07.17 Central London

Delivering creative and effective marketing campaigns 02.08.17 Glasgow

Marketing your local authority services to business customers 08.08.17 Newcastle

Marketing your local authority services to business customers 10.08.17 Cardiff

How to make a profit from selling your local authority services 22.08.17 Cardiff

Principles of Modern Parks Management 11.09.17 Manchester

Driving at Work (occupational road risk) 26.09.17 Glasgow

Delivering creative and effective marketing campaigns 03.10.17 Birmingham

Catering Tenders (Tips and Techniques for Submission) 12.10.17 Manchester

Health and Safety - Working on the Highway and Verges 17.10.17 Nottingham

Marketing your local authority services to business customers 18.10.17 Lancaster

Driving at Work (occupational road risk) 18.10.17 Manchester

Developing and Delivering a Commercial Strategy in your Authority 27.10.17 Manchester

Marketing your local authority services to business customers 01.11.17 Birmingham

Principles of contract management 02.11.17 Carlisle

Highway Liability 06.11.17 Central London

ICCM - Legal and Practical Management of Cemeteries (Ensuring Compliance) 07.11.17 Nottingham

Principles of Modern Parks Management 16.11.17 Central London

Developing and Delivering a Commercial Strategy in your Authority 17.11.17 Glasgow

Marketing your local authority services to business customers 22.11.17 Central London

Highway Liability 11.12.17 Manchester

Marketing your local authority services to business customers 12.12.17 Leeds

Catering Tenders (Tips and Techniques for Submission) 18.12.17 Glasgow

ICCM - Legal and Practical Management of Cemeteries (Ensuring Compliance) 17.01.18 Central London

How to make a profit from selling your local authority services 18.01.18 Cardiff

Principles of contract management 23.01.18 Belfast

Health and Safety - Working on the Highway and Verges 24.01.18 Oxford

Principles of contract management 29.01.18 Stafford

Principles of Fleet Management 31.01.18 Birmingham

Catering Tenders (Tips and Techniques for Submission) 06.02.18 Manchester

Highway Liability 12.02.18 Birmingham

Marketing your local authority services to business customers 13.02.18 Glasgow
 Delivering creative and effective marketing campaigns 20.02.18 Cardiff
 Principles of Modern Parks Management 27.02.18 Glasgow
 Health and Safety - Working on the Highway and Verges 06.03.18 Gateshead
 Principles of Modern Parks Management 14.03.18 Oxford
 How to make a profit from selling your local authority services 16.03.18 Manchester
 Mock Trial in a Box 20.03.18 Manchester
 Principles of contract management 22.03.18 Central London
 Developing a customer focused service culture 28.03.18 Glasgow

Public courses

Supervisory skills for team leaders in frontline services 03.04.17 Central London
 Project Management in Local Government 07.04.17 Glasgow
 Supervisory skills for team leaders in frontline services 19.05.17 Cardiff
 Developing and Managing Service Level Agreements 23.05.17
 Using Volunteers? What local authorities need to know 24.05.17 Glasgow
 Developing and Managing Service Level Agreements 15.06.17 Manchester

ICCM - The Bereavement Journey 19.06.17 Central London
 Project Management in Local Government 20.06.17 Central London
 ICCM - The Bereavement Journey 23.06.17 Glasgow
 ICCM - The Bereavement Journey 27.06.17 Manchester
 Supervisory skills for team leaders in frontline services 13.07.17 North Tyneside
 Supervisory skills for team leaders in frontline services 14.08.17 Glasgow
 Project Management in Local Government 15.08.17 Glasgow
 Managing Allotments 12.09.17 Birmingham
 Developing and Managing Service Level Agreements 14.09.17 Belfast
 Project Management in Local Government 27.09.17 Belfast
 Giant Hogweed, Japanese Knotweed and other non-native invasive plants 16.10.17 Manchester
 Supervisory skills for team leaders in frontline services 13.11.17 Belfast
 ICCM - The Bereavement Journey 16.11.17 Glasgow
 ICCM - The Bereavement Journey 30.11.17 Belfast
 Supervisory skills for team leaders in frontline services 05.12.17 Leeds
 ICCM - The Bereavement Journey 12.12.17 Manchester
 Supervisory skills for team leaders in frontline

services 12.01.18 Stafford
 Volunteers in Local Authorities 17.01.18 Belfast
 Cleaning in Local Authority Environments 23.01.18 Birmingham
 Managing Allotments 09.02.18 Leeds
 Supervisory skills for team leaders in frontline services 19.02.18 Oxford
 Project Management in Local Government 28.02.18 Belfast
 Supervisory skills for team leaders in frontline services 08.03.18 Cardiff
 Project Management in Local Government 19.03.18 Stafford
 Supervisory skills for team leaders in frontline services 27.03.18 Edinburgh

Hosted Masterclass courses

Principles of contract management 22.09.17 Oxford
 How to make a profit from selling your local authority services 10.10.17 Wakefield
 Health and Safety - Working on the Highway and Verges 17.01.18 Newcastle under Lyme

Hosted Public courses

Managing Allotments 23.03.18 Carrickfergus



Winners of the Overall Council of the Year Award, North Ayrshire Council, at the APSE Annual Service Awards 2017

Service specific national seminars

Cemeteries and Crematorium Seminar 20 April 2017, Leicestershire

Transport Seminar 14 June 2017, Solihull

July Policy Seminar 30 June 2017, Manchester

Annual Seminar 6-7 September 2017, Oxford

Winter Maintenance Seminar 29 September 2017, Bradford

Housing, Construction and Building Maintenance Seminar 5-6 October 2017, Liverpool

Cemeteries and Crematorium Seminar 3 November 2017, Chester

Sports and Leisure Seminar 9 November 2017, Loughborough

Performance Network Seminar 7-8 December 2017, Blackpool

Catering, Facilities Management and Building Cleaning Seminar 25-26 January 2018, Durham

Street Cleansing Seminar 15 February 2018, Warwick

Parks Seminar 15 March 2018, Knutsford

Highways, Street Lighting and Winter Maintenance Seminar 22-23 March 2018, Blackpool

National conferences and exhibitions

UNISON Local Government Conference June 2017

LGA Annual Conference July 2017

NILGA Conference November 2017

London Councils Summit November 2017

Regional seminars

Central

APSE Central Annual General Meeting 12 July 2017, Nottingham

APSE Central event: Doing more for less 8 November 2017, Kettering

Northern

APSE Northern Forum 7 April 2017, Gateshead

APSE Northern Region Seminar and Annual General Meeting 2 June 2017, York

APSE Northern Environment Forum 11 January 2018, Morecambe

APSE Northern Regeneration Forum 21 March 2018, South Shields

Northern Ireland

APSE Northern Ireland Annual General Meeting 28 June 2017, Newtonabbey

Transformation and efficiency: Public Services 28 June 2017, Newtonabbey

Devolution and Combined Authorities: Lessons for Northern Ireland Councils? 7 March, Castlereagh

Making the most out of community planning 8 March 2018, Castlereagh

Scotland

APSE Scotland Fleet, Waste and Grounds Seminar 23-26 May 2017, Aviemore

APSE Scotland Soft Facilities Management Seminar 23 November 2017, Cumbernauld

APSE Scotland Building, Housing and Renewables Seminar 22-23 February 2018

Southern

APSE Southern Future Focus Seminar 3 October 2017, Wokingham

APSE Southern Parks and Open Spaces Seminar 30 November 2017, London

APSE Southern Communications and Social Media Seminar 23 January 2018, Elstree Studios

APSE Southern event: Transformation Tools 1 March 2018, London

Wales

APSE Wales Seminar and Annual General Meeting 28 June 2017, Llandridod Wells

Political party exhibitions

Association Liberal Democrat Councillors Conference June 2017

Labour Party Conference September 2017

Conservative Party Conference October 2017

Plaid Cymru January 2018

Scottish Labour Party Conference March 2018

Scottish Liberal Democrat Party Conference October 2017

Scottish National Party Conference November 2017

Association Labour Councillors Conference February 2018

Conservative Councillors Association February 2018



Appendix 7: Award winners 2017/18

APSE service awards 2017/18

Award	Winner
Overall Council of the Year in Service Delivery	North Ayrshire Council
Best Employment and Equality Initiative	Sandwell Metropolitan Borough Council
Best Housing, Regeneration or New Build Initiative	YES Energy Solutions / North Lincolnshire Council
Best Efficiency and Transformation Initiative	North Ayrshire Council
Best Health and Wellbeing Initiative	Stockport Homes
Best Public/Private Partnership Working Initiative	Hull City Council
Best Public/Public Partnership Working Initiative	Blaby District Council
Best Commercialisation and Entrepreneurship Initiative	Guildford Borough Council
Best Community and Neighbourhood Initiative	Swale Borough Council
Best Innovation and Demand Management Initiative	Bolton Council
Best Renewable Energy or Energy Efficiency Initiative	Swindon Borough Council and Public Power Solutions
Best Service Team: Construction and Building Service	Bournemouth Borough Council
Best Service Team: Catering Service	Birmingham City Council
Best Service Team: Building Cleaning and Facilities Management Service	Telford and Wrekin Council
Best Service Team: Highways, Winter Maintenance and Street Lighting Service	City and County of Swansea
Best Service Team: Transport and Fleet Maintenance Service	GS Plus
Best Service Team: Street Cleansing and Streetscene Service (Public Realm)	Oxford City Council
Best Service Team: Waste Management and Recycling Service	City and County of Swansea
Best Service Team: Parks, Grounds and Horticultural Service	Antrim and Newtownabbey Borough Council
Best Service Team: Cemetery and Crematorium Service	Kettering Borough Council
Best Service Team: Sports, Leisure and Cultural Service	Stockton on Tees Borough Council
Best Service Team: Environmental Health Service	Peterborough City Council and Cambridgeshire County Council

APSE apprentice awards 2017/18

Award	Winner	Authority
Highways and Street Lighting	Sion Pennell	Rhondda Cynon Taff County Borough Council
Building Skills	Lewis McKerchar	Fife Council
Mechanical and Engineering	Graeme Baird	Aberdeen City Council
Professional Services Category	Callum Gaskell	Bolton Metropolitan Borough Council
Horticulturist	Daniel Kelly	North Lanarkshire Council
Transport and Vehicle Maintenance	Alex Gillan	Wakefield Metropolitan Borough Council
Scotland Housing and Building – 1 st Year	Alan Smith	East Lothian Council
Scotland Housing and Building – 2 nd Year	Calum Love	Fife Council
Scotland Housing and Building – 3 rd Year	Alan Webster	West Lothian Council
Scotland Housing and Building – 4 th Year	Graeme Baird	Aberdeen City Council
Scotland Housing and Building Non-Trade	Rhona Tait	Shetlands Islands Council

APSE Highways, Street Lighting and Winter Maintenance Innovation awards 2017/18

Award	Winner
Highways Maintenance Services	Derbyshire County Council
Street Lighting Services	Bolton Council
Winter Maintenance and Winter Resilience Services	Wigan Council

Environmental Services Innovation Awards

Award	Winner
Waste and Street scene	Wigan Council
Parks and Greenspaces	Leicester City Council
Technology	Doncaster Metropolitan Borough Council
Outstanding Achievement	Orkney Islands Council

Scotland Margo Blair Award

Award	Winner
Margo Blair Award	City of Edinburgh Council

APSE Scotland Aviemore Rising Stars 2017

Award	Winner
Fleet Services – Gold Award	Falkirk Council
Fleet Services – Silver Award	Dumfries and Galloway Council
	Falkirk Council
	North Ayrshire Council
Fleet Services – Bronze Award	Fife Council
Parks Grounds and Fleet Services – Gold Award	West Lothian Council
Parks Grounds and Fleet Services– Silver Award	City of Edinburgh Council
	South Lanarkshire Council
	West Lothian Council
Parks Grounds and Fleet Services – Bronze Award	Aberdeen City Council
	South Ayrshire Council
Waste and Recycling Services – Gold Award	East Lothian Council
Waste and Recycling Services– Silver Award	East Lothian Council
	East Renfrewshire Council
	Stirling Council
Waste and Recycling Services – Bronze Award	Angus Council
	East Ayrshire Council
	Falkirk Council
	Fife Council
	Glasgow City Council
	Inverclyde Council
	North Ayrshire Council



Finalists for the APSE Scotland Apprentice Awards 2017

APSE performance networks awards 2017/18

Service area	Best performer	Most improved performer
Building Cleaning	East Renfrewshire Council	Caerphilly County Borough Council
Building Maintenance	Falkirk Council	Durham County Council
Cemeteries and crematoria	Conwy County Borough Council	Fife Council
Education catering	Gateshead Metropolitan Borough Council	Stoke-on-Trent City Council
Environmental health	Dumfries & Galloway Council	N/A (new service area)
Highways, roads and winter maintenance	Hartlepool Borough Council	South Ayrshire Council
Parks, open spaces and horticultural services	Conwy County Borough Council	Oxford City Council
Refuse collection	Kettering Borough Council	East Riding of Yorkshire Council
Sports and Leisure Facility Management	East Riding of Yorkshire Council	Telford & Wrekin Council
Street Cleansing	Eastleigh Borough Council	Wakefield Metropolitan Borough Council
Street Lighting	Wigan Metropolitan Borough Council	Inverclyde Council



Winners of the Streetscene Innovation Award at the Environmental Services Awards 2017, Wigan Council, with APSE Chief Executive Paul O'Brien

Appendix 8: Briefings and research 2017/18

Briefings

- 18-18, **The State of Health Care & Adult Social Care in England 2016/17** March 2018
- 18-17, **Use of Social Media in Local Government - State of the Market 2017** April 2018
- 18-16, **ALARM survey 2018 and 5-year comparison of survey results** April 2018
- 18-15, **State of the Market 2018 - Cemeteries and Crematorium** March 2018
- 18-14, **State of the Market 2018: Street Cleansing and Streetscene**, March 2018
- 18-13, **Amendments to the eligibility criteria for free school meals** March 2018
- 18-12, **Housing First** March 2018
- 18-11, **State of the Market 2018: Local Authority Parks and Green Spaces Services** March 2018
- 18-10, **Eligibility for free school meals and the early years pupil premium under Universal Credit - Government consultation response** March 2018
- 18-09, **Developing the Young Workforce Annual Progress Report** February 2018
- 18-08, **Scottish Energy Strategy** February 2018
- 18-07, **Cemeteries and Crematoria Trend Analysis 2016-17** January 2018
- 18-06, **Trading Standards Trend Analysis 2016-17** January 2018
- 18-05, **Environmental Health Trend Analysis 2016-17** January 2018
- 18-04, **Parks and Open Spaces Trend Analysis 2016-17** January 2018
- 18-03, **Street Cleansing Trend Analysis 2016-17** January 2018
- 18-02, **Post Carillion Contractor Insolvency and EU Procurement Rules** January 2018
- 18-01, **Scottish Government Consultation on Electoral Reform** January 2018
- 17-59, **Housing Condition Survey** December 2017
- 17-58, **Building Maintenance Trend Analysis 2016-17** December 2017
- 17-57, **Education Catering Trend Analysis 2016 17 (003)** December 2017
- 17-56, **Building Cleaning Trend Analysis 2016-17** December 2017
- 17-55, **Staff Award and Recognition Schemes** December 2017
- 17-54, **Transport Trend Analysis 2016-17** December 2017
- 17-53, **Street Lighting: Trend analysis 2016/17** December 2017
- 17-52, **Highways and Winter Maintenance: Trend analysis 2016/17** December 2017
- 17-51, **Sports and Leisure: Trend analysis 2016/17** December 2017
- 17-50, **Briefing - Consultation on changes to the Prudential Code for Capital Finance** December 2017
- 17-49, **Eligibility for free school meals and the early years pupil premium under Universal Credit** December 2017
- 17-48, **Fuel Poverty Strategy Consultation** December 2017
- 17-47, **SEEP - Second Consultation on Local Heat & Energy Efficiency Strategies, and Regulation of District and Communal Heating** December 2017
- 17-46, **Participatory Budgeting - Community Choices** December 2017
- 17-45, **A Summary Analysis of Local Authority spending on Adult Social Care in 2015/16 against proxies of need for care services and funding changes since 2009/10** November 2017
- 17-44, **Local Authority Housing Companies** November 2017
- 17-43, **State of the Market 2017: Sports and Leisure Services** November 2017
- 17-42, **State of the Market 2017: Highways** November 2017
- 17-41, **State of the Market 2017: Street Lighting** November 2017
- 17-40, **State of the Market 2017: Winter Maintenance** November 2017
- 17-39, **The Clean Growth Strategy** November 2017
- 17-38, **Electric Vehicle Charging Infrastructure** October 2017
- 17-37, **Planning for the right homes in the right places: consultation proposal** September 2017
- 17-36, **Bin Complaints - Local Government & Social Care Ombudsman report** September 2017
- 17-35, **Electoral reform in local government in Wales - Consultation** September 2017
- 17-34, **Air quality plan for nitrogen dioxide (NO2) in UK (2017)** September 2017
- 17-33, **European Court of Justice - VAT Exemption on Leisure** September 2017
- 17-32, **Scottish Government - Raising Standards and Improving the Quality of Road Works in Scotland Consultation** August 2017
- 17-31, **State of the Market 2017 - Cleaning Services** August 2017
- 17-30, **Updating of the School Premises (General Requirements and Standards) (Scotland) Regulations 1967 Consultation** August 2017
- 19-29, **Local Authority Catering Services (State of the Market Survey 2017)** August 2017
- 17-28, **Climate Change Act Consultation** August 2017
- 17-27, **Socio-Economic Duty Consultation** August 2017
- 17-26, **EU Truck Cartel Update** June 2017
- 17-25, **Running Free – Department for Communities and Local Government (DCLG) consultation on preserving the free use of public parks** July 2017
- 17-24, **Home to School transport for SEND children: Reducing costs and enhancing outcomes** July 2017
- 17-23, **Home to School Transport Services for SEND children - Reducing Costs and Enhancing Outcomes, Part 1** June 2017
- 17-22, **ALARM survey 2017 and 5-year comparison of ALARM survey results (2012-13 to 2016-17)** June 2017
- 17-21, **Abolition of the Right to Buy and associated rights (Wales) Bill** May 2017
- 17-20, **Insights into Social Care Practice (Reducing DTOC rates attributable to social care)** May 2017

Appendix 9: APSE Solutions client list and APSE partners 2017/18

Associates

John Byford, Melvin Swallow, Peter Linsell, Matthew Heath, Rudy Imhoof, Andrew Uprichard, Dave Henrys, Bernard Sheridan, Bill Buckley, Colin McInnes, Andrew Kelly, Lee Snashfold, Steve Harris, Maxine Moar, Paul Dunn, Sue Finnigan, John Miller, Peter Connell, Peter Hollinshead, Alan Green, Peter Moffatt, Mel Henley, Rene Power, Eddie Hart, John Byford, Noel Chambers, Mike Bell, Bob Cummins, Julia Robinson, Nick Cox, David Taylor, Mark Hudson, John Mundell, Linda Cregan, Phil Walton, Scott Blyth, Nigel Trueman

APSE solutions clients

Aberdeenshire Council, Antrim and Newtownabbey Borough, Aylesbury Vale District Council, Argyll & Bute Council, Barnsley Metropolitan Borough Council, Bath & North East Somerset Council Bolton Council, Buckinghamshire County Council, Cambridge City Council, Cambridgeshire County Council, Caerphilly County Borough Council, Cardiff Council, Ceredigion County Council, Corby Borough Council, Cheshire East Council, Cheshire West & Chester Council, Crawley Borough Council, Derbyshire County Council, Douglas Borough Council, Dorset County Council, Dumfries & Galloway Council, Durham County

Council, Eastbourne Borough Council, Enfield London Borough Council, Fife Council, Glasgow City Council, Guildford Borough Council, Harrow Council, Hart & Basingstoke, Hitchinbrook UNISON, London Borough of Hounslow, Huntingdonshire District Council, Ipswich Borough Council, Knowsley Metropolitan Borough Council, Lancaster City Council, London Borough of Redbridge, London School SOAS, MENDIP HART UNISON, Middlesex Unison, Middlesbrough Borough Council, Neath Port Talbot County Borough Council, North Lincolnshire Council, North Lanarkshire Council, Northamptonshire County Council, Nottingham City Council, Nottingham City and Nottinghamshire County Council, Orkney Council, Oxfordshire County Council, Pembrokeshire County Council, Plymouth City Council, Preston City Council, Renfrewshire Council, Rochford District Council, Shetland Islands Council, Southend Borough Council, South Derbyshire Council, South Lakeland District Council, South Lanarkshire Council, South Staffordshire Council Sheffield City Council, Slough Borough Council, Somerset UNISON, St Helens Metropolitan Borough Council, Stockport Metropolitan Borough Council, Stoke-on-Trent City Council, Tameside Metropolitan Borough Council, Tower Hamlets Council, Ubico, UNISON, West Lancashire Borough Council, West Lindsey District Council, West Lothian Council, West Sussex Council, Winchester City Council,



APSE National Chair Archie Dryburgh with NABMA Chair Chris Rosling Josephs, Mayor of Blackpool Ian Coleman, APSE Head of Performance Networks Debbie Johns and APSE Chief Executive Paul O'Brien at the APSE Performance Networks Awards 2017

Appendix 10: Staff and Resources



Cllr Archie Dryburgh
National Chair 2017/18

Cllr Archie Dryburgh is an Elected Member at Dumfries and Galloway Council and a member of APSE Scotland



Ronnie Dempster
National Secretary 2017/18

Ronnie is Head of Enterprising Services at Dumfries and Galloway 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 the learning, skills and development arm of the Association. 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 day to day delivery of the service to members and business growth.



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 which includes: refuse collection, street cleansing, parks and horticultural services, cemeteries and crematoria and environmental health and trading standards.



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.



Matt Ellis
Matt 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.



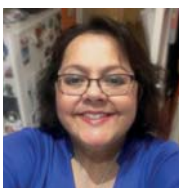
Lyndsey Moffat
Lyndsey is Administrative and Finance Officer within the APSE Scotland Office.



Garry Lee
Garry is Research and Coordination Officer within the APSE Scotland Office.



Emma Taylor
Emma is Client Coordination Officer with APSE Solutions.



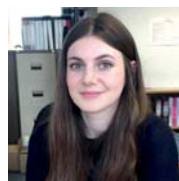
Shami Scholes
Shami is the Administration and Finance Officer within the APSE Southern Office.



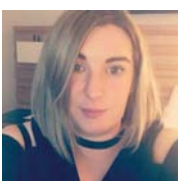
Alistair Holcroft
Administration Assistant



Darja Scukina
Administration Assistant



Chloé Petersen Snell
Administration Assistant



Vicky Starmer
Administration Assistant



Jessica Mistry
Finance and Administration Assistant

LOCAL SERVICES LOCAL SOLUTIONS



Association for Public Service Excellence

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

telephone: 0161 2772 1810

fax: 0161 2772 1811

email: enquiries@apse.org.uk

web: www.apse.org.uk

Twitter: @apsenews

@apseevents