



Association for Public Service Excellence  
**Annual Report 2019**



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# Preface

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Being National Chair during APSE's 20th anniversary year has been a real honour and I am very proud to have held this position at such an important milestone in the Association's history. Of course, I took over as Chair at last year's annual conference in the beautiful City of Edinburgh and I hope that you feel that I have done the position justice, in representing you the membership, over the course of what has turned out to be a very successful year for APSE.

I outlined my priorities that I aimed to focus on during my year in office at last year's annual general meeting. Firstly, that the issues that APSE's National Council set out for the organisation's research programme were delivered on through a wide-ranging set of reports into areas affecting local government and local communities. Secondly, I wanted to ensure that the core services which APSE provides to its membership remain relevant and helpful to support all of you who have to deal with the rapidly changing environment in which local government operates. Thirdly, I wanted APSE to continue to focus on the themes of commercialisation and entrepreneurship, which remain so important at a time when austerity has really bitten local authority budgets hard. My own council Warrington has an excellent reputation for being innovative and entrepreneurial and for embracing the commercialisation agenda but what has really impressed me travelling around the country as National Chair has been how embedded these themes have become in everyday municipal practice. I have witnessed some really excellent examples of ingenuity and entrepreneurialism practice in all areas and regions of APSE. Looking through this report I hope that you will agree that I have delivered on the priorities I set out almost twelve months ago in Edinburgh.

It has been a privilege to witness the culture of cooperation and spirit of openness, goodwill and trust that exists amongst APSE's membership and networks, alongside the valuable work that APSE undertakes in local government. Of course, this couldn't be achieved without the efforts of the great APSE staff team who keep the 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. APSE's staff are a high performing successful team who achieve great results on behalf of the membership and I would like to take this opportunity to thank them for all of their efforts.

The influence of APSE continues to grow and you will see many examples throughout this report of APSE engaging with Government(s) departments, political parties and sectoral organisations. Our research programme supports us in this activity. This has resulted in increased profile for APSE in mainstream and social media, which enables us to put across a strong case for the proper resourcing of frontline local government services and necessary changes to policy and legislation.

Anita Brown has of course been my National Secretary and her knowledge and experience in local government has meant that she has been a great source of wisdom and advice to me over the past year and I would like to take this opportunity to thank her for all her support and input during our term of office. My colleagues on APSE's National Council have also proven to be a huge source of support on setting the strategy of the organisation and ensuring that it is governed in such an effective manner.

This year's annual conference will visit another impressive City, Newcastle and I hope to see many of you there in September. The programme will of course have many high-profile speakers from the across the local government world and will also see the launch of APSE's 2030 Commission examining the future of local government.

The past year has flown past and has been an extremely successful year for APSE, we also managed to move the secretariat to new office accommodation during my year in office and I am fairly sure that this is a further signal that strong foundations are in place to ensure that APSE continues to support local government for many years to come.

Finally, I know that next year's National Chair, Councillor Mark Pengelly, from Corby Council will bring energy and enthusiasm to the role and I wish him every success for his year. Although I am now finishing my time as National Chair, I am looking forward to continuing on APSE's National Council and remaining part of an organisation that gives so much benefit to all councils in terms of providing a bank of knowledge and information that is unsurpassed in local government.



Councillor John Kerr Brown

APSE, National Chair

# Foreword

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With the shadow of Brexit continuing to hang over the UK in some ways it appears that big ticket domestic policy issues, like the eventual ending of austerity and solutions on funding on social care, are in a state of suspended animation. Whilst services are wilting under the strain of unprecedented budget cuts, local government continues to do what it does best, innovate, adapt and continue to provide the services that the public expect and need to ensure a reasonable quality of life. APSE continues to ensure that our strategies and policies as an organisation are relevant to our memberships' interests. APSE continues to provide networks and services aimed at promoting the exchange of knowledge and best practice. Our research, advice and policy work give not only thought leadership but hugely important context when faced with difficult decisions.

Local government finance as a percentage of GDP has gone below the previous record low level and we really are in a situation where the very sustainability of many frontline services is under intense pressure. With a huge dependency on budget coming from council tax and business rates it is hugely important that every pound is spent wisely and has the maximum impact in local economies. This is one of the main reasons that many councils are insourcing services again to ensure that public money is being retained within the local area in terms of its direct workforce, sub contractors and supply chain spend. APSE remains heavily involved in developing ideas in this area around new municipalism and community wealth building. This also chimes closely with ideas around commercialisation and municipal entrepreneurship, which APSE has a lengthy history of leading the sector on. Councils are finding creative commercial ways to build housing, tackle fuel poverty or generate income to support services and APSE continues to support this increasingly important work. Many of these issues will come into sharper focus as local government looks to speed up its response to climate change and APSE is investing in helping our member authorities meet this challenge as well.

APSE's research programme, which supports councils in examining these complex conundrums remains our National Council's highest priority. Our partnership with De Montfort University continues and we 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 a strategy of sustainable growth for the business planning period of 2017-20 and it's good to be able to report as we move into the last financial year of that plan that we remain on track to achieve the targets set. 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.

It was an eventful year for APSE internally, moving to new premises after 16 years in our previous abode. This aids our ambition to create a world class work environment for our excellent staff. APSE holds Investors In People (IIP) Gold status, alongside ISO 9001, ISO14001 and ISO27001.

Finally, I would like to thank Councillor John Kerr Brown for his work in the role of National Chair of APSE over the last year, alongside his excellent National Secretary, Anita Brown. 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 fluid and cursive.

Paul O'Brien  
Chief Executive

## Section 1: The year in profile

Financial austerity has continued to impact heavily on local government; the on-going economic uncertainty over Brexit has meant that long term funding decisions and a solution to the social care crisis have been pushed back. Responding to climate change has also grown in prominence in councils' thoughts and looks set to dominate public policy for the next decade.

### Finance

UK local government expenditure, as a percentage of gross domestic product, at 5.7% is now well below the previous record low of 6.2% and continues to worsen. The Prime Minister and Chancellor declared during the year that austerity was at an end but, with expected delays to the long-awaited comprehensive spending review due to Brexit uncertainty, for those involved in delivering frontline local government services, that finishing line, and a return to more sustainable levels of funding, still looks a long way off. English local government is moving, at present, towards a more self-financing approach based largely around council tax and the localisation of business rates, with 88% of the average council's financial resources made up from these two locally based taxes. Scottish and Welsh councils have also seen the impact of austerity accelerate for them over the past year with significant budget cuts. Northern Ireland is also feeling the effects of a financial squeeze and the continued suspension of the assembly.

### Climate change action

The UN Intergovernmental Panel on Climate Change warning of just 12 years to limit the devastating impact of global warming, and David Attenborough's Blue Planet II showing the effects of plastics on marine life has hugely heightened awareness amongst the general public of the need to take climate action. Protests by students, inspired by Greta Thunberg, encouraged a growing number of councils to declare a climate change emergency, bringing forward the date when they plan to become carbon neutral to a significantly earlier point. This should place responding to climate change at the heart of future planning and current practice on everything that local authorities do.

Of course, APSE has been at the forefront of early responses to this agenda through its APSE Energy service, with over 80 member authorities leading the charge to develop renewable energy initiatives. Following a lull in activity, battery storage technology has reignited interest in solar power, with many authorities bringing large and smaller scale schemes forward in the past year. Concerns about air quality have also seen an expansion of electric fleet and the on-going roll-out of charging infrastructure. Local authority energy supply companies have also continued to grow with councils setting up either a white label company or their own energy company, such as Robin Hood Energy in Nottingham and Bristol Energy. APSE retains a strong relationship with the local energy team at BEIS.

### Brexit

With Brexit remaining unresolved and creating continued uncertainty at Westminster, it appears, at times, that there are major constraints on the development of domestic policy due to the lack of political commitment and civil service resources being consumed on preparations around scenarios for the UK's future relationship with Europe.

### New municipalism and community wealth building

Ongoing fiscal constraints and changes to the way finance is generated, combined with multiple policy crises, have seen many local authorities look to ideas around the creation of a new municipalism in response. Commercialisation continues to expand at a significant pace with many local authorities moving from individual projects within services to a much more comprehensive corporate approach. 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. This chimes closely with the notion of community wealth building, where councils look at the combined spending power from anchor institutions within their area and seek to avoid leakage in order to help build the local economy, employment and wealth.

### Insourcing

The past twelve months has seen an acceleration in insourcing of local authority services previously delivered through major contractors. Well documented problems in the outsourcing market, including the collapse of Carillion and the on-going financial stability of some of the biggest players within the sector, has resulted in a continuous stream of contracts returning in-house with many others under close scrutiny and review.

### Devolution and structural reorganisation

Elected Mayors and their combined authorities continue to develop proposals on economic growth, transport infrastructure and health and social care integration. Voluntary reorganisation of two-tier areas of local government in England appears to have slowed again. The Northern Ireland Assembly remains suspended at present, with calls continuing for further devolution of powers to local government- APSE has worked closely with NILGA on this agenda. Scotland has a local governance review on-going at present and, whilst the proposed reorganisation of local government in Wales was called off last year, the issue of the future approach to delivering public services remains a contested matter.

## Social care

Another year on and still no sign of the much-delayed green paper on social care funding means that the growing demand for adult and children's services continues to soak up local authority resources. This places a 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' however, without fundamental financial reform, it is difficult to see how budgets for non-statutory services will avoid almost complete erosion.

## Housing

The Prime Minister's announcement last October, of the lifting of the borrowing cap on local authority housing revenue accounts in England, was welcomed across the sector as a significant step in helping local authorities to begin to tackle the affordable housing crisis by investing in housebuilding programmes once again. Whilst this was an important move, councils could really make a more significant contribution if they were given subsidy to pump prime larger scale programmes. The suspension of the 'right to buy', as has taken place in Scotland and Wales in recent years, allowing councils there to build on scale, would also allow, not only the protection of existing stock, but give greater certainty for business plans to build more homes. Local authorities, particularly in England, continue to borrow funding to loan to wholly owned housing companies to build badly needed homes. APSE, in our work with the Town and Country Planning Association, also continues to push for increased funding, the amendment of the viability test and an end to permitted development.

## Neighbourhood services

For the third year in a row APSE commissioned Survation to undertake a major opinion poll of the public's view of frontline neighbourhood services. Whilst these services continue to be held in high regard, it also identified that residents were starting to notice the impact of austerity upon them. Environmental services, roads and parks remain at the forefront of the minds of local residents and are held in high regard. The paradox that this creates for local authorities is that they are also the very services that appear to have received the brunt of funding reductions over the last few years, with budgets in this area supplemented by commercially generated revenue. APSE also 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. APSE has also led our sector in considering and consulting on the challenges presented by the waste and resources strategy.

## Parks

APSE remains heavily involved in the MHCLG Parks Action Group in a quest to find long term sustainable solutions for public parks and urban greenspace. APSE has led on the knowledge and skills workstream, delivering a major piece of research on the skills required for 21st century parks management. A major consultation exercise is also taking place on the findings of this research and the potential roll-out of a 'greenprint' on skills for the sector for the next decade. APSE also commissioned a major review of how local authority parks are being financed at present for MHCLG.

## Selling services to schools

For those who provide services to schools, such as: property maintenance; school meals; grounds maintenance; janitorial and cleaning, the fragmentation of education through academy chains and free schools continues to create challenges to traditional delivery models. Universal Infant Free School Meals funding remains hugely important and needs to be protected for the long term. APSE continued to gather data with LACA 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. Initiatives to tackle 'holiday hunger' by providing school meals during non-term times to feed impoverished children are growing across the country.

## Highways

APSE continues to support the Department of Transport around the legacy work of the Highways Maintenance Efficiency Programme and a scheme intended to incentivise 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 and has further developed its work in this area.

## Workforce

APSE published its research 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 within frontline services remains a major concern and how to attract new talent in the current climate of cuts. Workforce recruitment and retention poses a further headache around staffing levels in many frontline services.

# APSE Publications

**Taking a commercial approach: A guide for local councils in Wales to income generation, trading and charging (APSE Wales)** – March 2019

**Risk and commercialisation: A guide for local scrutiny councillors** – January 2019

**Go ultra low Oxford: on-street residential charging for electric vehicles** – January 2019

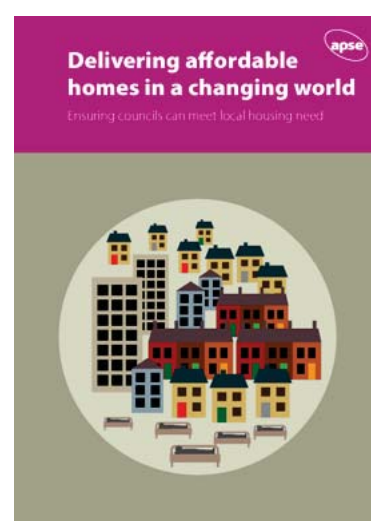
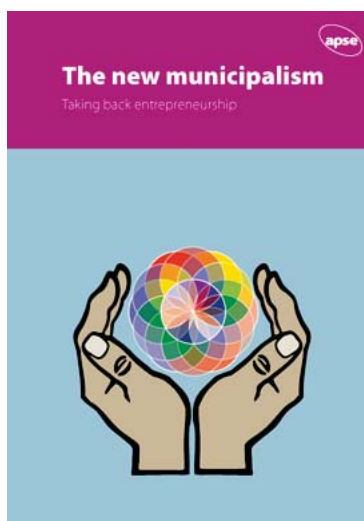
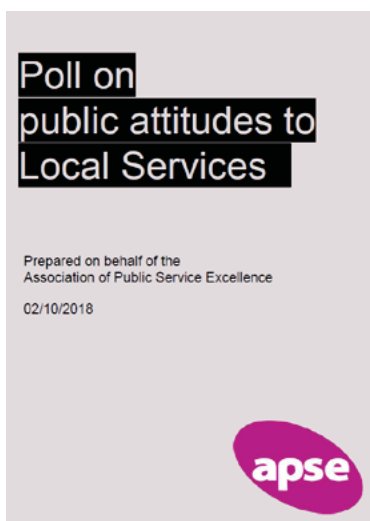
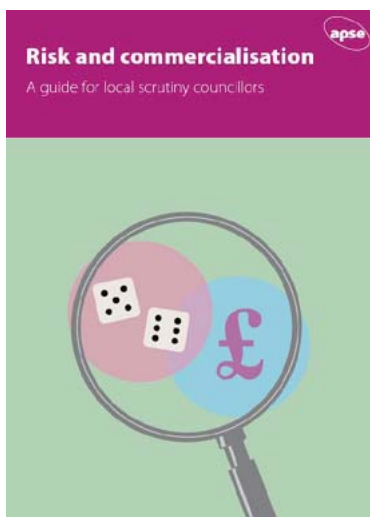
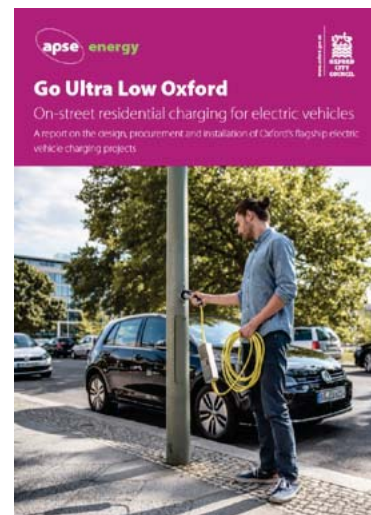
**Hollowed out: The impact of financial localisation on neighbourhood services** – November 2018

**Delivering affordable homes in a changing world: Ensuring councils can meet local housing need** – May 2018

**Taking a commercial approach: A guide for local councils in Scotland to income generation, trading and charging (APSE Scotland)** – May 2018

**Apse and Survation: Poll on public attitudes to Local Services** – October 2018

**The new municipalism: Taking back entrepreneurship** – April 2018



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

### APSE Central

Councillor Mark Pengelly from Corby Borough Council was elected as National Chair Elect for 2019/2020 and again as Central Region Chair for 2018/2019. Dela Moreland of Kettering Borough Council was elected National Secretary Elect and Central Region Secretary 2018/2019. 50% of the local authorities within the region are active APSE members. In addition to the many APSE national events, there were a variety of themed regional events, which included the AGM, focusing on Neighbourhood Services, housing and homelessness and a waste and recycling event.

Numerous seminars 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, Telford and Wrekin Council, Dudley Metropolitan Borough Council, Nottingham City Council and Wolverhampton Council.

### APSE Northern Ireland

Alderman Tommy Nicholl and Siobhan Fisher of Mid and East Antrim Borough Council continued in their respective roles as APSE Northern Ireland Chair and Secretary for 2018/2019. APSE Northern Ireland has continued to develop its long-term relationship with NILGA (Northern Ireland Local Government Association) and the value of this relationship has been of increasing importance given the on-going suspension of the Northern Ireland Assembly. Partnership working has enabled a coherent voice for local government, including demands for greater powers for Northern Ireland local government.

Membership events have once again proven popular with a diverse range of events on community planning, local enterprise and frontline environment services including waste, recycling and quality neighbourhoods. This has been supported by APSE Northern Ireland's bespoke benchmarking service through APSE Performance Networks and many bespoke training courses provided by APSE Training.

It was a bumper year for entries in the Northern Ireland Local Government Awards 2018 which culminated in a presentation evening in October at the rise of the NILGA annual seminar, which APSE supported through an exhibition and sponsorship programme. APSE continues to provide support to the awards in a range of areas including coordinating the judging panels from across the partner sponsors.

### APSE Northern

Councillor John Kerr-Brown of Warrington Borough Council was appointed Northern Region Chair for the period 2018-2020, as well as undertaking the role of APSE National Chair for 2018/2019. Anita Brown (Stockton-on-Tees), undertook the role of APSE National Secretary 2018/2019, with the Northern Regional Secretary role being carried out by John Coates (North Lincolnshire Council).

Regional Forums have proven extremely popular, covering themes as diverse as: active lifestyle programmes; waste and recycling; the face of future vehicle fleets; area regeneration and local wealth building; developing health and well-being programmes for staff and local residents; digital service depots, and performance measurement apps for local environmental quality.

There have been further increases in membership with, West Lancashire, South Lakeland, South Kesteven, Scarborough, Barrow and Carlisle all entering into APSE membership during 2018/19, and several new members expected early in 2019/2020.

The profile of Northern region members was particularly high in 2018, with 10 Winners, (including Council of the Year) at the APSE Annual Service Awards, one winner in APSE's Environmental Innovation Awards 2018 and 7 winners in APSE's Performance Networks Awards 2018.

### APSE Southern

The role of Chair for APSE Southern 2018/2019 was held by Councillor Phillip O'Dell, London Borough of Harrow, with the role of Secretary being undertaken by Colin Rowland, Basingstoke and Deane Borough Council.

Over 700 colleagues across the region have engaged within the APSE through the region's advisory group networks, training and national seminars attendance in the period. With other core services utilised including Performance Networks, Solutions and Energy Resources. The region also ran another Social Care forum which has proved very popular with members.

Over the course of the year, we were delighted to welcome the following authorities into APSE membership: London Borough of Hounslow, West Berkshire Council, Kent Commercial Services (Kent County Council), Dover District Council, Milton Keynes Council.



## APSE Scotland

Councillor Les Sharp of Clackmannanshire Council and John Blair from Midlothian Council held the roles of Chair and Secretary of APSE Scotland for 2018/2019. APSE Scotland continues to directly engage with a number of organisations including Scottish Government, Zero Waste Scotland, Transport Scotland, CoSLA, Keep Scotland Beautiful and the Improvement Service on a variety of issues including Scottish Government's Code of Practice on Litter and Refuse (CoPLAR) 2018 and litter on trunk roads. APSE also sits on a number of working groups including Scottish Government's nursery milk scheme and the Scottish Waste Industry Training, Competency and Health & Safety Forum.

All members of the CoPLAR steering group which included APSE, held a joint event in November 2018 to launch and promote the new Code. Subsequently, following the adoption of the Code, APSE is now a member of the Monitoring Adoption Group which is working to develop and trial a new updated monitoring system to align with the new set of metrics to assess cleanliness standards.

APSE Scotland launched its first ever Commercialisation Competition which encouraged Scottish local authorities to put forward ideas and proposals around income generation and commercialisation. The winning competition entry was from Renfrewshire Council, with their business idea being to introduce a provision of building services to private landlords.

APSE Scotland also facilitated a very successful advisory group and seminar calendar as well as exhibiting and hosting extremely well attended fringes at the Scottish Conservatives, Scottish Labour Party and Scottish National Party conferences.

## 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 2018/2019.

A busy year included two sets of advisory group meetings in Llandrindod Wells on Renewables & Climate Change; FM, Catering and Cleaning; Environmental Services and Highways; and Housing and Building Maintenance. In addition, a strategic forum was held in North Wales on Commercialisation chaired by Councillor Andrea Lewis from Swansea Council.

APSE Wales commissioned a publication 'Taking a commercial approach: A guide for local councils in Wales to income generation, trading and charging' looking at the specific opportunities and powers to trade in Wales.

APSE Wales has supported events by the Welsh Local Government Association, Greenspace Wales and attended Plaid Cymru spring forum in Llangollen.



*Outgoing National Chair and Secretary Councillor Archie Dryburgh and Ronnie Dempster hand over to Incoming National Chair and Secretary Councillor John Kerr Brown and Anita Brown*

## Section 3: Organisation and services

### Research

National Council sees APSE's annual research programme as fundamental to the achievement of our objectives to advocate for our membership on issues that impact on frontline local government services. This involves focusing on public policy at the level of national government(s) and at both a strategic and operational level within local government. During 2018/19 APSE launched a number of 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.

APSE launched 'Delivering affordable homes in a changing world: ensuring councils can meet local housing need,' with the Town and Country Planning Association at Portcullis House in May 2018.

'Taking a commercial approach: A guide for local councils in Scotland to income generation, trading and charging', a report by APSE Solutions for APSE Scotland was launched at APSE's Scottish AGM in June 2018. 'Taking a commercial approach: A guide for local councils in Wales to income generation, trading and charging', a report by APSE Solutions for APSE Wales was launched in February 2019.

'The new municipalism, taking back entrepreneurship', by De Montfort, Leeds Beckett, Essex and West of England University's was published in June 2018. October saw the launch of 'Hollowed out: the impact of financial localisation on neighbourhood services' a report for APSE by the New Policy Institute.

APSE commissioned its third 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 2019 saw the launch of 'Risk and commercialisation: A guide for local scrutiny councillors' a report for APSE by the Centre for Public Scrutiny. APSE also released 'Go ultra low Oxford: on-street residential charging for electric vehicles' in January 2019.

APSE was also commissioned during the year by MHCLG to undertake research into future skills requirements for parks management. 'Skills for 21st Century Parks Management', was completed and signed off by the Parks Action Group in January 2019. APSE also commissioned finance research from New Policy Institute on behalf of MHCLG this was also signed off by the Parks Action Group in January 2019.

As the year ended APSE completed a number of other significant research studies on insourcing, leadership, neighbourhoods finance, climate change emergency and housing.

### APSE in the media

During 2018 APSE once again worked with ITN Productions to develop a web-based news programme 'Future Communities: Greener, Cleaner, Smarter' which was anchored by Alice Beer. The programme comprised of a studio interview with APSE's Chief Executive Paul O'Brien, alongside Paul Naylor of Eastleigh Borough Council and Paul Smith of Survation. As the programme title suggests the focus was not just on austerity but the multifaceted complexities of managing frontline services including ensuring those services are sustainable in the longer term.

In line with APSE's aims to give a stronger voice to its local council members APSE's media activity has been far-reaching in the local government, trade and national press. This past year has been no exception with BBC coverage of APSE's work on parks continued with Countryfile and on BBC radio with interviews on finance, procurement and invoice payments and of course the ever popular topic of pot-holes! The research stream provided a solid evidence base for APSE's media profile and housing and parks in particular led to coverage in national press through television, radio and nationals including the Guardian and the Daily Mail.

The combined twitter accounts of @apsetweets; @apseeevents and @apsenews now have a following of near to 5,500 and there is on-going integration between the twitter accounts, APSE website and corporate LinkedIn accounts.

### APSE direct

The successful rebranding of 'APSE Direct' from its former title of 'APSE Direct News' has now been fully embedded and the magazine continues to perform well as a service to member councils, who want to both share their own success stories as well as source innovation from other councils. The magazine continues to source a good volume of content from its membership reflecting the organisational nature of APSE. As a bi-monthly publication it is well positioned for supplier advertising.

The potential impact of GDPR on circulation figures has not been borne out by reality and the magazine pleasingly retains a circulation figure of circa 18,000 – amongst one of the highest in the local government and trade press. Guest contributors have included Heather Jameson of the MJ, Professor Steven Griggs of De Montfort University and Dr Peter Kenway of New Policy Institute as well as regular guest columnist from across the political spectrum.

APSE's partnership with Spacehouse Ltd continues to be fruitful cementing high quality trade exhibitions into frontline service

seminars; however, APSE has purposefully balanced the opportunities to generate commercial income with maintaining the quality and gravitas of the learning and best practice shared through quality programmes at its events. This has supported both growth in sponsorship, exhibitions and the Approved Partner programme (which sees companies vetted before joining the APSE scheme) alongside the strong performance of APSE's seminar programme.

## **Seminars and awards**

The APSE business plan for 2018/2019 required APSE to deliver a continuing but stable growth in its seminars and events programme. As new policy issues have emerged APSE's programmes for frontline services have brought together expert speakers on new technologies, innovations in service delivery and emerging policy issues such as climate change, financial pressures, commercialisation and income generation and insourcing. The frontline service seminars have been complimented by policy seminars. Satisfaction levels amongst delegates remains high with 93% of attendees rating APSE seminars and events as excellent or good.

APSE has introduced more sustainable policies with suppliers as well as assurances on issues such as the Living Wage within the events industry for its external suppliers. Whilst the local government market remains under pressure as a result of austerity the unique and diverse programmes offered by APSE have remained popular and reflecting APSE's non-profit status events and seminars remain very competitive. This perhaps reflects that seminars are part of a wider suite of services to members and is therefore a more distinct and valued offering to that of events organisations, that do not enjoy APSE's standing as an expert organisation for its members benefit. This is shown in attendance figures of 3,890 in 2018/2019.

APSE seminars and events continue to attract high-profile speakers including the annual seminar 2018 in Edinburgh which was addressed by Michael Payne, Deputy Leader of the LGA, alongside CIPFA, the WLGA, CoSLA, NILGA, Google and a host of senior local government figures. The Overall Council of the Year in Service Delivery was awarded to Cheshire West Council receiving their award from the main dinner sponsor Yotta, who are APSE Approved Partners and host presenter and broadcaster Julie MacDonald. The charity dinner continues to raise funds to support APSE's corporate charity Parkinson's UK raising over £50,000 so far.

APSE continues to promote apprenticeships with recognition awards in transport, construction and building skills, and new awards in environmental services and highways, winter maintenance and street lighting being introduced in response to member councils. The full programme of seminars and events is shown at Appendix 6.

## **Advisory groups and strategic forums**

Advisory Groups remain amongst the most popular of APSE's membership services with the opportunities provided for networking and sharing best practices and new ideas. Developments within APSE regions and areas has expanded the coverage of Advisory Groups. New networks, which are cross-cutting to the distinct service-based areas within the advisory groups, complement existing advisory group networks, with more strategic policy discussion enabling emerging public policy issues to be applied to frontline services. The lead Principal Advisor model for advisory groups enables the development of expertise and an anchor point for APSE members to be supported; this model also enables good integration with performance data with many of the groups supporting benchmarking meetings as part of the advisory groups.

The new APSE premises following on from APSE's move in December 2018 have provided the Advisory Groups with a modern and bespoke meeting space. This is very much a resource for members with the opportunity for them to speak to other APSE services within the APSE secretariat during their visits to the new premises. The support of APSE's different regions and UK wide area based organisational structures in delivering bespoke advisory groups also means that access to advisory groups is assured wherever members are located across the UK. Presentations and website resources are also made available to members after each event enabling remote access to resources if needed.

APSE Strategic Forums regularly take place across the UK and these high-level events are fundamental to the development of APSE's research programme. Used as sounding boards to gauge the views and opinions of decision makers within local authorities, strategic forums take place both independently and as part of the many party political events, throughout the UK. In 2018/19 forums took place at the Labour and Conservative Councillor events, the LGA, and complimented advocacy events at the SNP, ADLC and Plaid Cymru conferences.

APSE's advocacy role is further enhanced with regular participation in key national events such as London Councils, the LGA, UNISON, NILGA and other conferences throughout the UK.

Advisory group attendance in 2018/2019 provided an attendance reach of 1881 councillors, officers, and trade union representatives. A list of the chairs and secretaries of the advisory groups and strategic forums is shown at Appendix 5.

## Website, briefings and network query service

The APSE website has developed further with a number of new hubs hosted within the site including a specialist 'Parks hub' and it now also hosts a bespoke area for the Department of Business, Energy and Industrial Strategy to support their work on renewables. A number of areas of the website were upgraded to ensure compliance on GDPR and in addition to these technical changes, web use was recalibrated to support better links to APSE's social media platforms. The APSE marketplace remains a well-used area, showcasing our valued Approved Partners and remains popular amongst suppliers for product advertising. Free job advertisements are increasingly popular amongst the members providing a free service to counter-balance the expense of recruiting new staff.

The website also hosts details of APSE's services to members including its briefing service which in 2018/19 issued 56 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 source for news and media platforms. The website is now the main platform for booking seminars, events and training services including APSE regional and area-based events. 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 was accessed by 364 APSE members in 2018/2019 and again remains a highly useful and discreet way in which members can access information securely whether that is on technical or supplier issues or to simply avoid councils reinventing the wheel if others are able to provide information and their own experiences of approaches to service or policy issues.

The APSE YouTube channel hosts downloads of APSE's regular media appearances so members can readily access these news items and a live twitter feed and BBC news feed to the site keeps members updated.

The APSE network for the purposes of primary communications through email and other platforms is still in excess of 25,000 people which represents an increase of over 60% in the last seven years. This means the website is invaluable as a landing platform for all communications including the newly developed monthly bulletin service where those members choosing not to receive the standard email service can still receive a timely news bulletin about APSE events services and latest news.

A list of all briefings is shown at Appendix 8.

## APSE energy

An important indicator of success for APSE Energy is our level of membership. The membership of APSE Energy continues to rise from 29 local authorities when it began in 2014 to over 80 local authorities across the UK in 2019. One of the main strengths of the offer is access to shared experience and expertise, making it vital to retain and grow our membership base.

APSE Energy has 4 workstreams; learning, advocacy, knowledge and consultancy.

Learning is a core workstream enabling members to come together and learn from one another on energy related activities. This year APSE Energy held 12 meetings across the UK, covering topics such as heat networks, climate emergency declarations, new approaches to energy and housing, electric vehicles and charging infrastructure, solar and battery storage, ESCOs and many more.

The APSE Big Energy Summit was held for the 5th time and was a great success. Over 120 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 apply to local authorities. APSE Energy also hosted our Scottish energy summit in October 2018, which also included fantastic speakers and networking opportunities across the two days.

# Did you know?



Over the last 12 months  
APSE has received a

# 93%

customer satisfaction  
rating



# 5804

delegates attended an APSE seminar  
or training course this year

APSE held

# 29

seminars  
this year



# 208

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



# 364

network query reports  
have been circulated and  
responded to

# 56



APSE briefings have  
been released



publications have been  
released by APSE this year

Membership of BEIS forums and continued interaction with OFGEM, private sector suppliers and trade organisations, reflects our advocacy workstream which involves our promotion of the role of local authorities in the energy agenda. APSE Energy continually promotes the role and achievements of local authorities across the sector. Responding to Government consultations on behalf of our membership is also vitally important, putting forward not only an APSE Energy view but the views of our members. An example is our recent response to the Government's proposal for a Smart Export Guarantee (SEG) to replace the Feed-in-Tariff.

Through our knowledge workstream 20 briefings have been produced and a monthly newsletter containing a range of information about new legislation, technologies, products and developments across the sector.

A 2019 version of our 'Energy across the authority' publication, highlighting energy related projects from 8 local authorities showing the range and variety of ways Councils can become involved in this agenda and benefit their communities has been produced. Research documents such as, 'The economics of energy projects for local authorities' and 'Go ultra-low Oxford', which follows Oxford City Council's pilot for on-street residential charging for electric vehicles were also launched. These publications are free for APSE Energy members and provide a unique local authority perspective on energy issues.

Our Consultancy workstream has continued to expand, increasing turnover. APSE Energy has 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. We are also supporting local authorities with climate emergency declarations and targets, as well as developing bespoke action plans to meet those targets.

APSE Energy has gone from strength to strength over the past 12 months and intends to do the same over the coming year. As more Councils recognise the central role that energy plays in their investment strategies, how they manage assets and tackle local problems such as fuel poverty and air quality, local authority action in this agenda will continue to grow. The emergence of climate emergency declarations further highlights the significance of energy to all council services and how the local authority can take a lead in this agenda. APSE Energy continues to have a significant influence across the sector.

## **APSE performance networks**

APSE performance networks membership and participation in the service has increased again this year. The number of authorities benchmarking through performance networks now stands at 197 authorities and the number of data files received from councils last year was at its highest for over a decade. A number of exciting new developments has led to this increase.

Working with the Direct Management Group (DMG) highways group of predominantly English county councils to bring their data reporting requirements into performance networks is an example of this. Steve Berry OBE, Head of Highways Maintenance, Innovation, Resilience, Light Rail and Cableways at the UK Department for Transport has fully supported this alignment between APSE performance networks and DMG, as this will ensure members will be able to demonstrate best practice in accordance with the local Highways Maintenance Incentive Fund self-assessment principles.

In September 2018 APSE performance networks launched a new App so local authorities can collect inspection data on parks, grounds, streets and cemetery land required for LAMS (Land Audit Management System). In addition, a new webportal for performance networks was launched at the Blackpool 2018 conference, which includes individual log-ins and allows for more reports and analysis to be uploaded onto the web, which is a significant improvement to the service.

APSE has also been working with NABMA over the benchmarking module for markets which is a facility by facility comparison and covers both indoor and outdoor markets. 2019 also saw the launch of Corporate Services as a new service area following on from a successful pilot last year.

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. APSE is also liaising with the Scottish Government and Zero Waste Scotland in relation to LAMS and collecting data on litter prevention following on from the recent review of COPLAR.

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**

Following the difficult year of 2017/18, Solutions bounced back well to achieve a record level of turnover. The systems and processes put in place for dealing with the issues created through taxation requirements in the interim management market have proved effective and demand for that element of the service has recovered.

Support for authorities seeking to bring services in-house has continued to drive an increase in demand for options appraisals and service reviews. Austerity however has not gone away. Solutions expertise in income generation, as a positive response to budget reductions, is still highly relevant. This is particularly the case in Scotland where the financial squeeze has really begun to bite over the last 12 months.

Environmental services is Solution's strongest area of activity but the year saw the team operating across a full range of services from bereavement to HR to facilities management. With a pool of talent numbering in excess of 500 potential associates, Solutions can

genuinely offer assistance with everything that local government does.

With growing support for insourcing, Solutions believes that this will fuel demand for service review and options appraisal in the next few years. It will also throw up greater need for direct capacity which Solutions aims to meet through its interim offer. The current focus therefore is on refreshing the Solutions diagnostic review model and ensuring that the interim pool is wide enough to meet emerging demand for management of direct service provision. Innovation and income generation will also remain critical in a climate where funding is not likely to slip very far down the agenda for the foreseeable future.

## **APSE training**

The 2018/2019 figures for APSE training reflect a very positive year with high performing figures on attendance and course delivery. Over 1900 delegates attended training across the UK and 145 training events were undertaken across a wealth of front line service sectors.

Our summer period enjoyed a buoyant spell with the high demand for GDPR courses and the rollout of the Holiday Hunger programme in partnership with Feeding Britain and APSE associate Lindsay Graham.

The in-house requirements for training increased by more than 100% during the year with a host of repeat work from councils in Wales, London boroughs and the North East. Two pilot programmes were delivered on management development / cultural change and they will form part of our future offering in 2019/2020.

Cemeteries and Crematoria showed the highest service sector growth from delivery of 'The Bereavement Journey' and 'Compliance Development' events.

Our most popular public course was project management in local government, backed up by multiple requests for health and safety refresher training on CDM regulations and environmental regulations. The future for APSE training will continue to reflect the climate of local authority needs and requirements.

A list of APSE training courses is shown at Appendix 6.

## **Staffing and business resources**

APSE continues to have a strong staffing complement with staff who are committed to APSE's strive for excellence. The association remains a 'Gold' investors in people employer and is supporting various levels of staff training from Apprenticeships to Masters Degrees.

The organisation's succession plan is well embedded and engages the views of staff and the National Chair and Secretary. A new 'Internal Development Programme' has been launched to complement the succession plan, which aims to give a wide understanding of the organisation as a whole, allowing members of staff to learn new skills and knowledge from all the various services. Three members of staff have enrolled upon the programme and training has commenced. Upon completion, all members of staff will receive certification to recognise their achievements.

The Manchester office moved premises in December 2018. The organisation had been in Washbrook House, Old Trafford since 2003 and had outgrown the space. A new premises, Trafford House, again in Old Trafford, was sourced and a large-scale project took place including the transfer of all communications, IT infrastructure, storage and staff. The new premises are fit for purpose with 4 meeting rooms and ample flexible meeting space which can accommodate up to 50 people for large meetings. Advisory groups, National Council meetings, training events and staff meetings are all utilising the space, thus reducing the cost of external meeting venues. The new accommodation has improved communal space and allows for growth and flexibility of the Association. It is also working well as a hub for membership networking and engagement.

A few staff members have moved on during the year including Lorna Box who left to be a projects officer at Coventry council, Abi Ademiluyi replaced her as the Southern Principal Advisor. Abi was previously a Technical officer at South Oxfordshire District Council. Adam Payne left his role of IT and Research officer to take up a role in the police force and was replaced by Ryan McNally. Three administration assistants: Chloe Petersen-Snell; Darja Scukina and Jessica Mistry, left to pursue various careers including marketing, performing arts and human resources and were replaced by Stephen Cull, Louise Midwood and Caitlyn King.

The Southern region office in Oxford also moved into a larger office space which comfortably accommodates the 3 members of staff and a meeting space. The Hamilton office was re-decorated during the year to provide a pleasant work space for staff.

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.

## Section 4: Finances

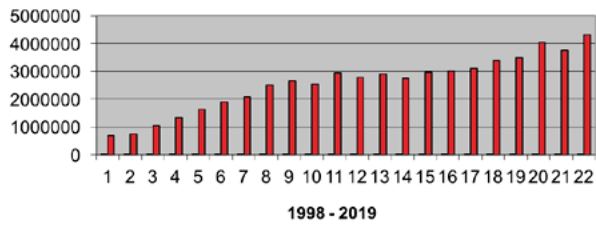
| Association for Public Service Excellence    |                    |                     |                        |                       |                              |                    |                    |
|--|--------------------|---------------------|------------------------|-----------------------|------------------------------|--------------------|--------------------|
| Revenue Account                              |                    |                     |                        |                       |                              |                    |                    |
| for the year ended 31 March 2019             |                    |                     |                        |                       |                              |                    |                    |
| Income                                       | APSE<br>£          | APSE<br>Energy<br>£ | APSE<br>Solutions<br>£ | APSE<br>Training<br>£ | Performance<br>Networks<br>£ | Total<br>2019<br>£ | Total<br>2018<br>£ |
| National membership fees                     | 718,949            | 171,003             | -                      | -                     | 843,077                      | 1,733,029          | 1,655,127          |
| Approved partners                            | 56,838             | -                   | -                      | -                     | -                            | 56,838             | 50,981             |
| Seminar income                               | 489,882            | 17,532              | -                      | -                     | 59,890                       | 567,304            | 528,230            |
| Consultancy and training income              | -                  | 168,905             | 1,379,028              | 253,518               | 26,310                       | 1,827,761          | 1,461,768          |
| Special projects income                      | 46,780             | -                   | -                      | -                     | -                            | 46,780             | 3,600              |
| Publication sales                            | 30,938             | 105                 | -                      | -                     | -                            | 31,043             | 7,840              |
| Miscellaneous income                         | 32,672             | 314                 | -                      | -                     | -                            | 33,186             | 21,293             |
| Bank interest                                | 13,972             | -                   | -                      | -                     | -                            | 13,972             | 12,048             |
| <b>Total income</b>                          | <b>1,390,231</b>   | <b>357,859</b>      | <b>1,379,028</b>       | <b>253,518</b>        | <b>929,277</b>               | <b>4,309,913</b>   | <b>3,740,887</b>   |
| <b>Expenditure</b>                           |                    |                     |                        |                       |                              |                    |                    |
| Establishment                                | 746,096            | 120,370             | 271,411                | 117,443               | 451,864                      | 1,707,184          | 1,601,644          |
| Associates                                   | 26,072             | 135,003             | 971,113                | 83,179                | 90,947                       | 1,306,314          | 1,005,669          |
| Seminar costs                                | 285,687            | 36,408              | 6,800                  | -                     | 89,406                       | 418,301            | 371,887            |
| Meetings                                     | 33,610             | -                   | -                      | 9,227                 | 3,802                        | 46,639             | 59,718             |
| Fringe meetings                              | 15,674             | -                   | -                      | -                     | -                            | 15,674             | 17,262             |
| Premises costs                               | 147,616            | 9,311               | 13,968                 | 9,311                 | 37,936                       | 218,142            | 101,371            |
| Office costs                                 | 117,290            | 2,351               | 4,568                  | 3,582                 | 37,026                       | 164,819            | 107,100            |
| Printing and photocopying                    | 163,205            | 2,404               | -                      | -                     | 36,465                       | 202,094            | 233,342            |
| Professional fees                            | 13,900             | -                   | -                      | -                     | 61,126                       | 75,026             | 66,223             |
| Promotional/advertising                      | 38,443             | 286                 | -                      | 1,962                 | 10,681                       | 51,372             | 36,184             |
| Bad debts                                    | (2,830)            | -                   | 915                    | -                     | 7,902                        | 5,987              | 15,803             |
| Depreciation                                 | 26,638             | -                   | -                      | -                     | 12,380                       | 39,018             | 53,386             |
| Miscellaneous                                | 2,706              | 24                  | 836                    | 24                    | 324                          | 3,914              | 5,704              |
| Membership retention                         | 46,421             | -                   | -                      | -                     | -                            | 46,421             | 20,000             |
| <b>Total expenditure</b>                     | <b>1,660,528</b>   | <b>306,157</b>      | <b>1,269,611</b>       | <b>224,728</b>        | <b>839,881</b>               | <b>4,300,905</b>   | <b>3,695,293</b>   |
| <b>Net income/(expenditure) for the year</b> | <b>(£ 270,297)</b> | <b>£ 51,702</b>     | <b>£ 109,417</b>       | <b>£ 28,790</b>       | <b>£ 89,396</b>              | <b>£ 9,008</b>     | <b>£ 45,594</b>    |

This page does not form part of the audited accounts.

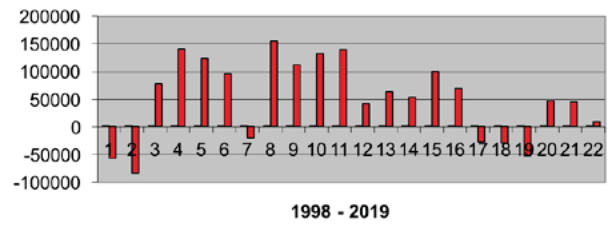
### Association for Public Service Excellence Balance Sheet as at 31 March 2019

|   | Notes | 2019<br>£        | 2018<br>£        |
|---|-------|------------------|------------------|
| <b>Fixed assets</b>                                   |       |                  |                  |
| Tangible assets                                       | 6     | 47,884           | 78,149           |
| <b>Current assets</b>                                 |       |                  |                  |
| Debtors   | 7     | 875,083          | 722,576          |
| Investments held as current assets                    |       | 1,063,531        | 1,063,531        |
| Cash at bank and in hand                              |       | 465,083          | 332,217          |
|   |       | <u>2,403,697</u> | <u>2,118,324</u> |
| <b>Creditors: amounts falling due within one year</b> | 8     | (912,043)        | (665,943)        |
| <b>Net current assets</b>                             |       | <u>1,491,654</u> | <u>1,452,381</u> |
| <b>Net assets</b>                                     |       | <u>1,539,538</u> | <u>1,530,530</u> |
| <b>Capital and reserves</b>                           |       |                  |                  |
| Profit and loss account                               |       | 1,539,538        | 1,424,280        |
| Designated funds                                      |       | -                | 106,250          |
| <b>Funds of the Association</b>                       |       | <u>1,539,538</u> | <u>1,530,530</u> |

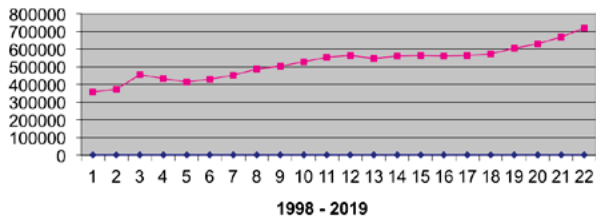
Turnover



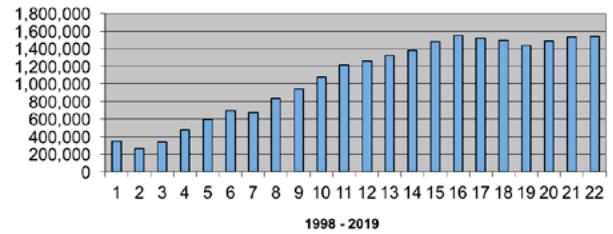
Surplus / (Deficit)



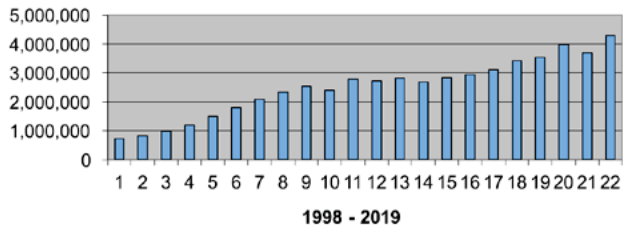
Subscriptions



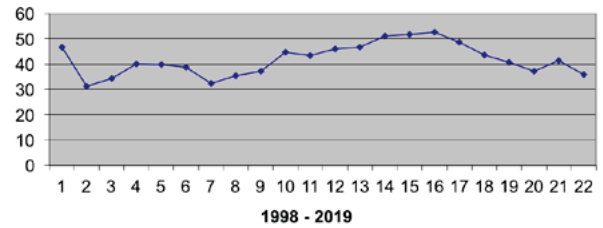
Reserves



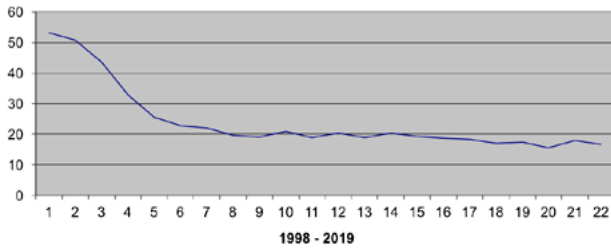
Expenditure



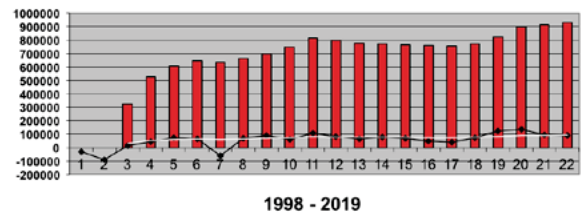
Reserves as % of expenditure



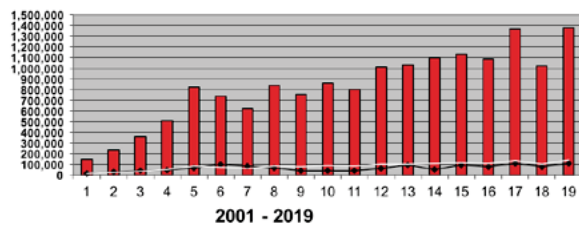
Subscriptions as % of turnover



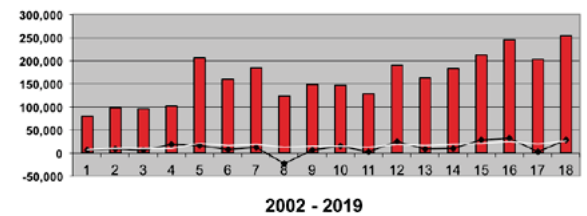
APSE performance networks



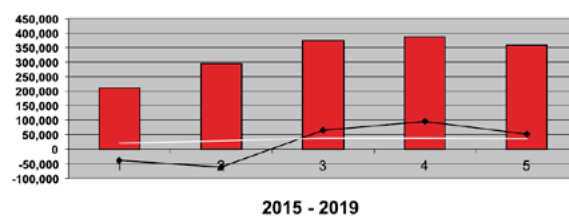
APSE solutions



APSE training



APSE energy







*APSE National Chair Cllr Archie Dryburgh addresses delegates at the APSE Service Awards Dinner*



*APSE CEO Paul O'Brien at APSE's annual seminar 2018*



*Delegates at the performance networks seminar 2018*



*Delegates at the performance networks seminar*



*APSE annual general meeting 2018, Edinburgh*

# Appendices



*Councillor Jacqui Burnett, Luton Borough Council during the APSE annual seminar 2018*



*Elaine Bridge, Bolton Metropolitan Borough Council speaking during the plenary*



*Councillor Gary Coleman, The Mayor of Blackpool with his lady Mayoress Debbie Coleman, Jacqui Oatley MBE & APSE's national chair 2018/2019, Councillor John Kerr-Brown*

## Appendix 1: APSE members 2018/19

### Approved Partners: 23

AMX Solutions Ltd; Bartec Auto ID Ltd; Big Change Apps Ltd; Brigade Electronics; CMS Window Systems; Contenur UK Ltd; DAF Trucks Limited; Egbert H Taylor & Co Ltd; Enevo; Finders International; Fraser & Fraser; Hanson Asphalt and Contracting Services; Hatton Traffic Management; Hoopers; IQSS; J MCounty Councilann & Co Ltd; LHC; Walker Morris; WAMITAB; Webaspx Limited; W J North; 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: 35

Ashfield District Council; Birmingham City Council; Bolsover District Council; Broxtowe Borough Council; Chesterfield Borough Council; Corby Borough Council; Derby City Council; Derbyshire County Council; Dudley Metropolitan Borough Council; Gedling Borough Council; High Peak Borough Council; Hinckley & Bosworth Borough Council; Kettering Borough Council; Leicester City Council; Newark & Sherwood District 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; Solihull Metropolitan 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: 63

Barnsley Metropolitan Borough Council; Barrow Borough Council; Blackburn with Darwen Borough Council; Blackpool Council; Bolton Council; Bury Metropolitan Borough Council; City of Bradford Metropolitan District Council; Calderdale Council; Carlisle City 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 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; Scarborough Borough 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: 11

Antrim and Newtownabbey Borough Council; Ards and North Down Borough Council; Armagh, Banbridge and Craigavon District Council; Belfast City Council; Causeway Coast and Glens Borough 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: 81

Ashford Borough Council; Aylesbury Vale District Council; Basingstoke and Deane Borough Council; Bath & North East Somerset Council; Bedford 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; Chichester District Council; City of London Corporation; Cornwall Council; Cotswold District Council; Crawley Borough Council; Dacorum Borough Council; Dorset County Council; Dover District Council; Ealing Council; Eastleigh Borough Council; East Hertfordshire District Council; Enfield London Borough Council; Essex County Council; Exeter City Council; Gloucestershire County Council; Guildford Borough Council; Hackney Council; Hampshire County Council; Haringey Council; Harrow Council; Huntingdonshire District Council; Ipswich Borough Council; Kent County 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; Milton Keynes 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; Royal Borough of Greenwich; 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 Berkshire Council; West Devon Borough Council; West Sussex County Council; Winchester City Council; Wokingham Borough Council

### APSE Wales: 17

Caerphilly County Borough Council; Cardiff Council; Carmarthenshire County Borough Council; Ceredigion County Council; Conwy County Borough Council; Denbighshire County Council; Flintshire County Council; Merthyr Tydfil County Borough Council; Monmouthshire County Council; Neath Port Talbot County Borough Council; Pembrokeshire County Council; Powys County Council; Rhondda Cynon Taf County Borough Council; City & County of Swansea; Torfaen County Borough Council; Vale of Glamorgan Council; Wrexham County Borough

**Total: 274 members**

## Appendix 2: APSE performance networks members 2018/19

### 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  
Leicestershire County 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  
Wolverhampton City Council

### APSE Northern: 51

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  
Cumbria County 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 Metropolitan Borough Council  
Lancashire County Council  
Lancaster City Council  
Liverpool City Council  
Manchester City Council  
Middlesbrough Council  
North Lincolnshire Council  
North Tyneside Metropolitan Borough Council  
Northumberland County Council  
Preston City Council  
Redcar & Cleveland Borough Council  
Rochdale Metropolitan Borough Council  
Rotherham Metropolitan Borough Council  
Scarborough Borough Council  
Sefton Metropolitan Borough Council  
Sheffield City Council  
South Lakeland District Council  
South Tyneside Metropolitan Borough Council  
Stockton-on-Tees Borough Council  
Sunderland City Council  
Tameside Metropolitan Borough Council  
Trafford Metropolitan Borough Council  
Wakefield Metropolitan District Council  
Warrington Borough Council  
West 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



Jacqui Oatley MBE presenting the APSE performance networks seminar awards 2018

Education Authority  
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: 53**

Aylesbury Vale District Council  
Bath & North East Somerset Council  
Bournemouth Borough Council  
Brighton and Hove City Council  
Cambridge City Council  
Camden London Borough  
Chelmsford City Council  
City of London Corporation  
Cornwall Council  
Dorset County Council  
East Sussex County Council  
Eastleigh Borough Council  
Enfield London Borough  
Exeter City Council  
Gloucestershire County Council  
Guildford Borough Council  
Hackney London Borough  
Hampshire County Council

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  
Milton Keynes Council  
Norfolk County Council  
North Somerset District Council  
Norwich City Council  
Oxford City Council  
Oxfordshire County Council  
Peterborough City Council  
Plymouth City Council  
Poole Council  
Reading Borough Council  
Royal Borough of Greenwich  
Slough Borough Council  
South Gloucestershire Council  
South Hams District Council  
Southampton City Council  
Southend-on-Sea Council  
Stevenage Borough Council  
Stroud District Council  
Suffolk County 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  
Wiltshire Council  
Wokingham Borough Council

### **APSE Wales: 17**

Bridgend County Borough Council  
Caerphilly County Borough Council  
Cardiff Council  
Carmarthenshire 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

## **Total: 195 members**

**Note:** 11 authorities of the 195 members are DMG only members

## Appendix 3: APSE energy members 2018/19

### Central: 8

Corby Borough Council  
Derby City Council  
Derbyshire County Council  
Nottingham City Council  
Nottinghamshire County Council  
Telford & Wrekin Council  
Warwickshire County Council  
Wolverhampton City Council

### Northern: 21

Barnsley Metropolitan Borough Council  
Blackburn with Darwen Borough Council  
Bradford Metropolitan District 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  
South Tyneside Metropolitan Borough 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 Ayrshire Council  
West Lothian Council

### Southern: 30

Ashford Borough Council  
Bedford Borough Council  
Basingstoke and Deane District Council  
Bristol City Council  
Buckinghamshire County Council  
Cambridge City Council  
Cherwell District & South Northamptonshire Council  
Cornwall Council  
East Hertfordshire District Council  
Essex County Council  
Gloucestershire County Council  
Guildford Borough Council  
Kent County 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  
Public Power Solutions/Swindon Borough Council  
Reading Borough Council  
Southampton City Council  
Southend-on-Sea Borough Council  
Stevenage Borough Council  
Watford Borough Council  
West Berkshire Council  
Winchester City Council  
Wokingham Borough Council

### Wales: 6

Cardiff City Council  
Carmarthenshire County Council  
Conwy County Borough Council  
Flintshire County Council  
Swansea City and County Council  
Wrexham Council

**Total: 83 members**

## Appendix 4: APSE national council members 2018/19

**Current national chair:** Cllr John Kerr-Brown, Warrington Borough Council

**Current national secretary:** Anita Brown, Stockton-on-Tees Borough Council

**Past national chair:** Cllr Archie Dryburgh, Dumfries and Galloway Council

**Past national secretary:** Ronnie Dempster, Dumfries and Galloway Council

**National chair elect:** Cllr Mark Pengelly, Corby Borough Council

**National secretary elect:** Dela Moreland, Kettering Borough Council

### APSE Central

**Chair:** Cllr Mark Pengelly, Corby Borough Council

**Secretary:** Dela Moreland, Kettering Borough Council

**Vice Chair:** Cllr John Clarke, Gedling Borough Council

**Additional Members:**

Cllr Robin Brown, Northamptonshire County Council

Cllr Dave Trimble, Nottingham City Council

Cllr Asha Mattu, Wolverhampton City Council

### APSE Northern

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

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

**Deputy Chair:** Cllr Julie Simpson, Gateshead Council

**Deputy Chair:** Cllr Tracey Dixon, South Tyneside District Council

**Additional Members:**

Adrian Phillips, Preston City Council

Cllr Lynn Pallister, Redcar and Cleveland Council

Cllr Giles McNeil, West Lindsey 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 Phillip O’Dell, London Borough of Harrow

**Secretary:** Colin Rowland, Basingstoke and Deane Borough Council

**Vice Chair:** Cllr Jacqueline Burnett, Luton Borough Council

**Additional Members:**

Joanne Gardner, Oxford City Council

Owen Jenkins, Oxfordshire County Council

Zena Cooke, London Borough of Tower Hamlets

Andy Tatt, Peterborough Borough Council

Rachel North, West Sussex County Council

### APSE Wales

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

**Secretary:** Karen Armstrong, Flintshire Council

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

**Additional Members:**

Matt Wakelam, Cardiff City 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:**

21-22 June 2018, York

11 September 2018, Edinburgh

14 December 2018, Belfast

22 March 2019, London

**Annual General Meeting:**

10 September 2018, Edinburgh

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

2 November 2018, Manchester

22 February 2019, Manchester

**Full Association:**

24 January 2019, Edinburgh



## Appendix 5: APSE advisory group and strategic forum chairs 2018/19

### Advisory Groups

#### Building cleaning

**Chair:** Cllr Shelley Powell, Knowsley Metropolitan Borough Council

#### Catering (school meals)

**Chair:** Cllr Julie Simpson, Gateshead Metropolitan Borough Council

#### Cemeteries and crematoria

**Chair:** Cllr Andrew Dunbobbin, Flintshire Council

#### Environmental health

**Chair:** Cllr Phillip O'Dell, Harrow Council

#### Housing, construction and building maintenance

**Chair:** Cllr Judy Hamilton, Fife Council

#### Local authorities commercialisation, income and trading network

**Chair:** Cllr Tracey Dixon, South Tyneside Council

#### Parks, horticulture and grounds maintenance

**Chair:** Cllr Dave Trimble, Nottingham City Council

#### Renewables and climate change

**Chair:** Cllr Robert Boswell, Preston Council

#### Highways and street lighting

**Chair:** Cllr Frank Anderson, West Lothian Council

#### Sports and leisure management

**Chair:** Cllr Paul Gittings, Reading Borough Council

#### Vehicle maintenance and transport

**Chair:** Cllr Steve Pearce, Bristol City Council

#### Waste management, refuse collection and street cleansing

**Chair:** Cllr Terry Andrews, Newry, Mourne and Down District Council

### Strategic forums

#### Citizen engagement and participation

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

#### Commercialisation and finance professional practice group

**Chair:** Cllr Giles McNeill, West Lindsey District Council

#### Communities, neighbourhoods and localism

**Chair:** Cllr Paul Findlow, Cheshire East Council

#### Devolution and powers

**Chair:** Cllr John Clarke, Gedling Borough Council

#### Environment and sustainability

**Chair:** Cllr Louise Upton, Oxford City Council

#### Healthy communities

**Chair:** Cllr Robin Brown, Northamptonshire County Council

#### Housing, social justice, and welfare reform

**Chair:** Cllr Mark Pengelly, Corby Borough Council

#### Property, asset management and regeneration

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

#### Service transformation

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



Exhibition- APSE Annual Seminar 2018

# Appendix 6: Training, seminars, meetings and promotional activity 2018/19

## In-house courses

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Supervisory skills for team leaders in frontline services 13.04.18 Gateshead  
CDM course 16.04.18 Swindon  
ICCM - The bereavement journey 19.04.18 North Lincolnshire  
Managing your time effectively 24.04.18 Edinburgh  
Cleaning in local authority environments 02.05.18 South ayrshire  
GDPR foundation training (implications for local authorities) 09.05.18 Hertsmere  
GDPR foundation training (implications for local authorities) 18.05.18 Hertsmere  
Kitchen social - Awareness sessions for local authorities 08.06.18 Cheshire west and Chester  
GDPR foundation training (implications for local authorities) 11.06.18 Hertsmere  
GDPR foundation training (3 x mini sessions) 15.06.18 Hertsmere  
Leadership and management skills 18.06.18 Edinburgh  
Kitchen social - Feeding Britain 19.06.18 Birkenhead  
GDPR foundation training (3 x mini sessions) 20.06.18 Hertsmere  
Leadership and management skills 25.06.18 Edinburgh  
Kitchen social - Feeding Britain 26.06.18 South shields  
Developing a customer focused service culture 27.06.18 Edinburgh  
GDPR managers workshop 28.06.18 Hertsmere  
Kitchen social - Feeding Britain 04.07.18 Barnsley  
Kitchen social - Feeding Britain 05. 07.18 Bradford  
GDPR foundation training (implications for local authorities) 05.07.18 Wrexham  
Kitchen social - Feeding Britain 10.07.18 Leicester  
Kitchen social - Feeding Britain 11.07.18 Coventry  
Project management in local government 11.07.18 Carlisle  
Presentation skills 16.07.18 London Borough of Redbridge  
Presentation skills 17.07.18 London Borough of Redbridge  
Political awareness 18.07.18 London Borough of Redbridge  
Supervisory skills for team leaders in frontline services 19.07.18 Huntingdonshire  
Supervisory skills for team leaders in frontline services 20.07.18 Huntingdonshire

Finance/people management 24.07.18 London Borough of Redbridge  
Written communication 25.07.18 London Borough of Redbridge  
ICCM - The bereavement journey 30.07.18 Northumberland  
ICCM - The bereavement journey 31.07.18 Northumberland  
Developing a customer focused service culture 15.08.18 North Ayrshire  
Developing a customer focused service culture 16.08.18 North Ayrshire  
ICCM - Legal and practical management of cemeteries (ensuring compliance) 16.08.18 Northumberland  
Event management 21.08.18 Mid Ulster  
Developing a customer focused service culture 28.08.18 London Borough of Redbridge  
Highway law - Principles and practice 11.09.18 Peterborough  
Health and safety - Working on the highway and verges 21.09.18 Ards and North Down  
Managing conflict 21.09.18 London Borough of Redbridge  
CDM regulations refresher 25.09.18 Perth and Kinross  
CDM regulations refresher 26.09.18 Perth and Kinross  
CDM regulations refresher 27.09.18 Perth and Kinross  
Managing events in parks and open spaces 28.09.18 Cheshire West and Chester  
Principles of contract management 03.10.18 Copeland  
ICCM - The bereavement journey 08.10.18 Royal Borough of Greenwich  
Developing a customer focused service culture 09.10.18 West Lancashire  
Mediation skills 09.10.18 Thanet  
Developing a customer focused service culture 10.10.18 West Lancashire  
Developing a customer focused service culture 11.10.18 Edinburgh  
ICCM - The bereavement journey 12.10.18 Royal Borough of Greenwich  
Holding effective pre-meetings 15.10.18 Caerphilly  
CDM regulations 17.10.18 Stockton on Tees  
ICCM - The bereavement journey 24.10.18 Harrogate  
Principal designer training 26.10.18 Perth and Kinross  
Developing political awareness and sensitivity 09.11.18 Royal Borough of Greenwich  
Registrars and the customer experience 12.11.18 Aberdeenshire  
Registrars and the customer experience

13.11.18 Aberdeenshire  
Event management 15.11.18 Kettering  
Project management in local government 22.11.18 Causeway Coast and Glens  
Project management in local government 17.12.18 Telford  
Developing political awareness and sensitivity 11.01.19 Neath Port Talbot  
Leading safely (safety for senior executives) 18.01.19 Douglas  
Developing political awareness and sensitivity 21.01.19 Neath Port Talbot  
Developing and managing service level agreements 23.01.19 Conwy  
Supervisory skills for team leaders in frontline services 30.01.19 Neath Port Talbot  
Principles of contract management 31.01.19 Oxfordshire  
Developing political awareness and sensitivity 05.02.19 Wokingham  
Developing a customer focused service culture 18.02.19 Harrogate  
Project management in local government 22.02.19 Barnsley  
Supervisory skills for team leaders in frontline services 27.02.19 Neath Port Talbot  
Developing and delivering a commercial strategy in your authority 27.02.19 Bradford  
Cultural change (operational team) 28.02.19 Cardiff  
ICCM - Legal and practical management of cemeteries (ensuring compliance) 28.02.19 Ards and North Down  
Construction design and management training 04.03.19 Stockton on Tees  
ICCM - The bereavement journey 12.03.19 Fife  
Developing a customer focused service culture 13.03.19 Conwy  
Cultural change (adopters) 15.03.19 Cardiff  
Developing political awareness and sensitivity 19.03.19 Wyre  
Developing and delivering a commercial strategy 20.03.19 Cardiff  
How to make a profit from selling your local authority services 22.03.19 Conwy  
CDM 2015 - Client duties 25.03.19 Perth

## Masterclasses

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CDM regulations refresher 01.05.18 Glasgow  
Health and safety - Working on the highway and verges 16.05.18 Glasgow  
Principles of fleet management 22.06.18 Cardiff  
How to make a profit from selling your local authority services 13.07.18 Hammersmith and Fulham  
Developing and delivering a commercial

strategy in your authority 28.08.18 Edinburgh  
 Principles of modern parks management 03.09.18 Manchester  
 ICCM - Legal and practical management of cemeteries (ensuring compliance) 20.09.18 Central London  
 Developing a customer focused service culture 21.09.18 Leeds  
 Principles of contract management 27.09.18 Birmingham  
 Principles of fleet management 27.09.18 Manchester  
 Highway liability 28.09.18 Glasgow  
 Developing and delivering a commercial strategy in your authority 01.10.18 Birmingham  
 Advanced contract management (2 day course) 04.10.18 Manchester  
 Advanced contract management (2 day course) 05.10.18 Manchester  
 How to make a profit from selling your local authority services 21.11.18 Manchester  
 Marketing for today's council 30.01.19 Central London  
 Property compliance management 07.02.19 Manchester  
 Principles of fleet management 18.02.19 Stafford  
 Principles of modern parks management 19.02.19 Manchester  
 Advanced contract management (2 day course) 26.02.19 Birmingham  
 Advanced contract management (2 day course) 27.02.19 Birmingham

Principles of contract management 08.03.19 Stafford  
 Role of the facilities manager 14.03.19 Manchester  
 ICCM - Legal and practical management of cemeteries (ensuring compliance) 19.03.19 Central London  
 Role of the facilities manager 22.03.19 Central London  
 Health and safety - Working on the highway and verges (CPD) 25.03.19 Glasgow  
 Role of the facilities manager 29.03.19 Glasgow

## Public courses

Kitchen social - Awareness sessions for local authorities 18.04.18 Glasgow  
 Managing events in parks and open spaces 25.04.18 Nottingham  
 Managing events in parks and open spaces 14.05.18 Chichester  
 GDPR foundation training (implications for local authorities) 17.05.18 Manchester  
 Kitchen social - Awareness sessions for local authorities 29.05.18 Manchester  
 Cleaning in local authority environments 11.06.18 Glasgow  
 Project management in local government 13.06.18 Leeds  
 GDPR foundation training (implications for local authorities) 20.06.18 Manchester  
 Supervisory skills for team leaders in frontline services 21.06.18 Belfast

Project management in local government 09.07.18 Southampton  
 Project management in local government 07.08.18 Craigavon  
 Managing catering events 15.08.18 Manchester  
 Project management in local government 06.09.18 Bristol  
 ICCM - The bereavement journey 18.09.18 Winchester  
 Managing allotments 25.09.18 Birmingham  
 Using social media effectively 02.10.18 Manchester  
 Managing events in parks and open spaces 29.10.18 Manchester  
 Project management in local government 09.11.18 Manchester  
 Supervisory skills for team leaders in frontline services 20.11.18 Glasgow  
 Managing allotments 03.12.18 Birmingham  
 Supervisory skills for team leaders in frontline services 12.12.18 Manchester  
 Supervisory skills for team leaders in frontline services 14.01.19 Belfast  
 Project management in local government 21.01.19 Central London  
 Managing events in parks and open spaces 28.01.19 Belfast  
 ICCM - The bereavement journey 11.02.19 Central London  
 Project management in local government 25.02.19 Belfast  
 Managing allotments 06.03.19 Ashford



*Steve Thomas of the WLGa addresses delegates at the APSE annual seminar*

Managing events in parks and open spaces  
11.03.19 Birmingham

Project management in local government  
11.03.19 Glasgow

Developing and managing service level agreements  
19.03.19 Manchester

Volunteers in local authorities  
26.03.19 Belfast

Project management in local government  
27.03.19 Cardiff

Supervisory skills for team leaders in frontline services (CPD)  
28.03.19 Exeter county council

## Service specific national seminars

### Cemeteries and crematorium seminar

19 April 2018, Coventry

### Transport seminar

14 June 2018, Coventry

### June policy seminar

29 June 2018, Manchester

### Annual seminar

12-13 September 2018, Edinburgh

### Housing, construction and building maintenance seminar

4 October 2018, Stoke-on-Trent

### Winter maintenance seminar

5 October 2018, Bradford

### Sports and leisure seminar

8 November 2018, Loughborough

### Cemeteries and crematorium seminar

16 November 2018, Preston

### Performance networks seminar

6-7 December 2018, Blackpool

### Catering, facilities management and building cleaning seminar

24-25 January 2019, Nottingham

### Street cleansing seminar

13 February 2019, Warwick

### Parks seminar

6 March 2018, Liverpool

### Highways, street lighting and winter maintenance seminar

20-21 March 2019, Blackpool

## National conferences and exhibitions

### UNISON local government conference

June 2018

### LGA annual conference

July 2018

### NILGA conference

October 2018

### London councils summit

November 2018

## Regional seminars

### Central

**APSE central annual general meeting** 19 July 2018, Leicester

**APSE central region seminar: Housing and homelessness** 7 March 2019, Dudley

### Northern

**APSE northern region forum: Health & wellbeing** 27 April 2018, Wakefield

**APSE northern region forum and annual general meeting** 15 June 2018, Chester

**APSE northern region forum** 22 November 2018, York

**APSE northern forum** 8 March 2019, Barnsley

### Northern Ireland

**APSE Northern Ireland annual general meeting** 3 August 2018, Belfast

**Making great places: Planning, economic development and environmental quality** 28 February 2019, Ballymena

### Scotland

**APSE Scotland fleet, waste and grounds seminar 2018** 15-18 May 2018, Aviemore

**APSE Scotland annual general meeting 2018** 15 June 2018, Glasgow

**APSE Scotland soft facilities management seminar 2018** 20 November 2018, Glasgow

**APSE Scotland building and housing seminar 2019** 7-8 February 2019, Dunblane

### Southern

**Adult social care forum 2018** 19 June 2018, Oxford

**APSE southern future focus seminar 2018** 28 June 2018, Heathrow

**APSE southern region parks & open spaces seminar 2018** 27 November 2018, London

**APSE southern property and workspace seminar 2019** 12 February 2019, London

### Wales

**APSE Wales professional practice forum and AGM 2018** 17 July 2018, Llandrindod wells

## Political party exhibitions

**Association Liberal Democrat councillors conference**

June 2018

**Labour party conference**

September 2018

**Conservative party conference**

October 2018

**Plaid Cymru**

January 2019

**Scottish labour party conference**

March 2019

**Scottish liberal democrat party conference**

October 2018

**Scottish national party conference**

November 2018

**Association of labour councillors conference**

February 2019

**Conservative councillors association**

February 2019



Professor Steve Griggs addressing the annual seminar

## Appendix 7: Award winners 2018/19

### APSE service awards 2018/19

| <b>Award</b>  | <b>Winner</b>                                  |
|---|--|
| Overall council of the year in service delivery   | <b>Cheshire West and Chester Council</b>       |
| Best housing, regeneration or new build initiative  | <b>London Borough of Barking and Dagenham</b>  |
| Best efficiency and transformation initiative   | <b>Trafford Council / Wigan Council</b>        |
| Best health and wellbeing initiative  | <b>Dudley Metropolitan Borough Council</b>     |
| Best public/private partnership working initiative  | <b>North Ayrshire Council</b>                  |
| Best public/private partnership working initiative (with other public sector or third sector) | <b>Telford &amp; Wrekin Council</b>            |
| Best commercialisation and entrepreneurship initiative  | <b>Hull City Council</b>                       |
| Best community and neighbourhood initiative   | <b>North Tyneside Council</b>                  |
| Best innovation and demand management initiative  | <b>Cheshire West and Chester Council</b>       |
| Best renewable energy or energy efficiency initiative   | <b>Nottingham City Council</b>                 |
| Best service team: Construction and building service  | <b>City and County of Swansea Council</b>      |
| Best service team: Catering service   | <b>Birmingham City Council</b>                 |
| Best service team: Building cleaning and facilities management service                        | <b>Powys County Council</b>                    |
| Best service team: Highways, winter maintenance and street lighting service                   | <b>Tayside Contracts / Dundee City Council</b> |
| Best service team: Transport and fleet maintenance service                                    | <b>Fife Council</b>                            |
| Best service team: Street cleansing and streetscene service (public realm)                    | <b>Eastleigh Borough Council</b>               |
| Best service team: Waste management and recycling service                                     | <b>Bolton Council</b>                          |
| Best service team: Parks, grounds and horticultural service                                   | <b>Stockton-on-Tees Borough Council</b>        |
| Best service team: Cemetery and crematorium service   | <b>Wirral Council</b>                          |
| Best service team: Sports, leisure and cultural service                                       | <b>East Riding of Yorkshire Council</b>        |
| Best service team: Environmental health service   | <b>Wolverhampton City Council</b>              |



Overall Council of the Year- Cheshire West and Chester Council

## APSE apprentice awards 2018/19

| <b>Award</b>   | <b>Winner</b>  | <b>Authority</b>                            |
|--|----------------|---|
| Highways and street lighting                         | Kirsty Smith   | <b>East Ayrshire Council</b>                |
| Building skills                                      | Fiona Finnigan | <b>Lancaster City Council</b>               |
| Mechanical and engineering                           | Ryan Fair      | <b>Fife Council</b>                         |
| Professional services category                       | Jamie Flucker  | <b>Fife Council</b>                         |
| Horticulturist                                       | Callum Melrose | <b>West Lothian Council</b>                 |
| Transport and vehicle maintenance                    | Lauren Creber  | <b>Bath and North East Somerset Council</b> |
| Scotland housing and building – 1 <sup>st</sup> year | Dylan Allan    | <b>Fife Council</b>                         |
| Scotland housing and building – 2 <sup>nd</sup> year | Alan Smith     | <b>East Lothian Council</b>                 |
| Scotland housing and building – 3 <sup>rd</sup> year | Matthew Lang   | <b>South Lanarkshire Council</b>            |
| Scotland housing and building – 4 <sup>th</sup> year | Callum Bonner  | <b>Clackmannanshire Council</b>             |
| Scotland housing and building non-trade              | Ashley Duffy   | <b>Fife Council</b>                         |

## APSE highways, street lighting and winter maintenance innovation awards 2018/19

| <b>Award</b>                                      | <b>Winner</b>                        |
|---|--------------------------------------|
| Highways maintenance services                     | <b>Durham County Council</b>         |
| Winter maintenance and winter resilience services | <b>Northumberland County Council</b> |

## Environmental services innovation awards

| <b>Award</b>                         | <b>Winner</b>                           |
|--------------------------------------|---|
| Best waste and recycling innovation  | <b>South Gloucestershire Council</b>    |
| Best parks and greenspace innovation | <b>East Riding of Yorkshire Council</b> |
| Best streetscene innovation          | <b>South Gloucestershire Council</b>    |

## Scotland Margo Blair award

| <b>Award</b>      | <b>Winner</b>                |
|-------------------|------------------------------|
| Margo Blair award | <b>East Ayrshire Council</b> |

## APSE Scotland striving for excellence awards 2018

| Award  | Winner                               |
|--|--------------------------------------|
| Fleet services – gold award                      | <b>Fife Council</b>                  |
| Fleet services – silver award                    | <b>Aberdeen City Council</b>         |
|  | <b>East Lothian Council</b>          |
| Fleet services – bronze award                    | <b>Dumfries and Galloway Council</b> |
| Parks grounds and streets services – gold award  | <b>East Lothian Council</b>          |
| Parks grounds and streets services– silver award | <b>East Renfrewshire Council</b>     |
|  | <b>Fife Council</b>                  |
| Waste and recycling services – gold award        | <b>East Renfrewshire Council</b>     |
| Waste and recycling services– silver award       | <b>Perth &amp; Kinross Council</b>   |
|  | <b>Scottish Borders Council</b>      |
| Waste and recycling services – bronze award      | <b>Dundee City Council</b>           |

## APSE performance networks awards 2018/19

| Service area                                  | Best performer                                | Most improved performer                        |
|---|---|--|
| Building cleaning                             | <b>South Lanarkshire Council</b>              | <b>Inverclyde Council</b>                      |
| Building maintenance                          | <b>Barnsley Metropolitan Borough Council</b>  | <b>East Ayrshire Council</b>                   |
| Cemeteries and crematoria                     | <b>Conwy County Borough Council</b>           | <b>Knowsley Metropolitan Borough Council</b>   |
| Education catering                            | <b>Gateshead Metropolitan Borough Council</b> | <b>Tayside Contracts</b>                       |
| Environmental health                          | <b>Orkney Islands Council</b>                 |  |
| Highways, roads and winter maintenance        | <b>South Ayrshire Council</b>                 | <b>East Renfrewshire Council</b>               |
| Parks, open spaces and horticultural services | <b>Eastleigh Borough Council</b>              | <b>South Lanarkshire Council</b>               |
| Refuse collection                             | <b>Kettering Borough Council</b>              | <b>Darlington Borough Council</b>              |
| Sports and leisure facility management        | <b>East Riding of Yorkshire Council</b>       | <b>Nottingham City Council</b>                 |
| Street cleansing                              | <b>Eastleigh Borough Council</b>              | <b>Kettering Borough Council</b>               |
| Street lighting                               | <b>West Dunbartonshire Council</b>            | <b>Wigan Metropolitan Borough Council</b>      |
| Transport                                     | <b>Oxford City Council</b>                    | <b>Wakefield Metropolitan District Council</b> |

## Appendix 8: Briefings and research 2018/19

### Briefings

- 19-22, **State of the market in parks** March 2019
- 19-21, **State of the market in street cleansing and streetscene services** February 2019
- 19-20 **Switch forum SHEA passport scheme** April 2019
- 19-19 **Review of crematoria provision and facilities - Government response** April 2019
- 19-18, **Cemeteries and crematoria - State of the market 2019** April 2019
- 19-17, **Single use plastics policy** April 2019
- 19-16, **APSE briefing waste strategy housing communities and local government select committee inquiry** March 2019
- 19-15, **Frontline initiatives to tackle worsening outcomes in childhood** March 2019
- 19-14, **Consultation on good food nation proposals for legislation** March 2019
- 19-13, **Sports and leisure trend analysis 2017-18** February 2019
- 19-12, **Waste strategy consultation** February 2019
- 19-11, **Transport trend analysis 2017-18** February 2019
- 19-10, **Street lighting trend analysis 2017-18** February 2019
- 19-09, **Highways trend analysis 2017-18** February 2019
- 19-08, **Apprenticeship levy - Meeting your legal duty and maximising your income** February 2019
- 19-07, **Alert - Use of GPS jamming devices** February 2019
- 19-06, **Abolition of the right to buy and associated rights (act) 2018** January 2019
- 19-05, **Building maintenance trend analysis 2017-18** January 2019
- 19-04, **Building cleaning trend analysis 2017-18** January 2019
- 19-03, **Education catering trend analysis 2017-18** January 2019
- 19-02, **State of the market survey 2018 cleaning services** January 2019
- 19-01, **Waste and resources strategy for England government policy paper** January 2019
- 18-52, **Waste and resources strategy** December 2018
- 18-51, **Public convenience survey** December 2018
- 18-50, **State of the market survey 2018 catering services** December 2018
- 18-49, **Committee on fuel poverty third annual report** December 2018
- 18-48, **Bulky waste collection services survey** December 2018
- 18-47, **Holiday activities and food programme 2019** December 2018
- 18-46, **Pocketparksplus fund 2018** December 2018
- 18-45, **State of the market 2018 – Transport** December 2018
- 18-44, **State of care 2018 - Findings from the CQC's state of healthcare and adult social care report 2017-18** November 2018
- 18-43, **Sports and leisure state of the market 2018** November 2018
- 18-42, **Street lighting SOM** November 2018
- 18-41, **Winter maintenance - State of the market survey 2018** November 2018
- 18-40, **Highways state of the market 2018** November 2018
- 18-39, **Childhood obesity - Trailblazer programme** November 2018
- 18-38, **Insights into social care practice-London Borough of Barking and Dagenham- Transformation to facilitate early intervention** November 2018
- 18-37, **Budget analysis 2018** October 2018
- 18-36, **Modular housing - its historical role and current use in local government** October 2018
- 18-35, **Childhood obesity - trailblazer programme** October 2018
- 18-34, **The revised national planning policy framework** September 2018
- 18-33, **Scotland local authority apprenticeship programmes** September 2018
- 18-32, **Refuse state of the market 2017** August 2018
- 18-31, **Allotments state of the market survey 2018** August 2018
- 18-30, **State of the market local authority building maintenance service** August 2018
- 18-29, **The new towns act 1981 (local authority oversight) regulations** August 2018
- 18-28, **Local authority apprenticeship programmes** August 2018
- 18-27, **Building standards** July 2018
- 18-26, **Childhood obesity a plan for action-chapter 2** July 2018
- 18-25, **Revised eligibility criteria for free school meals consultation – Wales** June 2018
- 18-24, **Energy efficient Scotland consultation - Making our homes and buildings warmer greener and more efficient** June 2018
- 18-23, **Consultation on the energy efficiency standard for social housing post-2020 (EESHS2)** June 2018
- 18-22, **Review of nutrition requirements for food and drink in schools (Scotland) regulations 2008** June 2018
- 18-21, **Code of practice on litter and refuse (Scotland) 2018** June 2018
- 18-20, **Code of practice on litter and refuse (Scotland) 2018** June 2018
- 18-19, **Welfare foods - A consultation on meeting the needs of children and families in Scotland** June 2018

### Research

**Taking a commercial approach: A guide for local councils in Wales to income generation, trading and charging (APSE Wales)** – March 2019

**Risk and commercialisation: A guide for local scrutiny councillors** – January 2019

**Go ultra low Oxford: On-street residential charging for electric vehicles** – January 2019

**Hollowed out: The impact of financial localisation on neighbourhood services** – November 2018

**Delivering affordable homes in a changing world: Ensuring councils can meet local housing need** – May 2018

**Taking a commercial approach: A guide for local councils in Scotland to income generation, trading and charging (APSE Scotland)** – May 2018

**The new municipalism: Taking back entrepreneurship** – April 2018



## Appendix 9: APSE solutions client list and APSE partners 2018/19

### Associates

John Byford, Peter Linsell, Matthew Heath, Andrew Uprichard, Dave Henrys, Bernard Sheridan, Bill Buckley, Andrew Kelly, Lee Snashfold, Steve Harris, Peter Connell, Peter Hollinshead, Alan Green, Peter Moffatt, Mel Henley, Eddie Hart, Noel Chambers, John Mundell, Linda Cregan, Scott Blyth, Brian Devlin, John Miller, John Bedwell, Andrew Moss, Nigel Rowe, Sarah Jowett, Colin Taylor, Daniel Parr, Paul Necus, Adnan Khan, Chris Frake, Caroline Toner, David Robertson, Graham Winfield, Ian Jones.

Council, Norwich City Council, Nottingham City Council, Orkney Council, Oxfordshire County Council, Renfrewshire Council, London Borough of Richmond and Wandsworth, Rochdale Metropolitan Borough Council, Shetland Islands Council, South Derbyshire District Council, South Lanarkshire Council, South Norfolk Council, South Tyneside Council, St Albans City and District Council, Stirling Council, Stroud District Council, Sunderland City Council, Swansea City Council, Thurrock Council, Ubico, Unison Swansea, Unison Torbay, Warwick District Council, West Lancashire Borough Council, West Lindsey District Council, West Lothian Council, Whitwick Parish Council, Winchester City Council.

### APSE solutions clients

Aylesbury Vale District Council, Barnsley Metropolitan Borough Council, Belfast City Council, Birmingham City, Bolton Metropolitan Borough Council, Bradford City Council, Braintree District Council, Cambridge City Council, Cambridgeshire County Council, Caerphilly County Borough Council, London Borough of Camden, Cardiff Council, Corby Borough Council, Chichester District Council, Copeland Borough Council, Corby Borough Council, Coventry City Council, London Borough of Croydon, Derbyshire County Council, Doncaster Council, Dorset County Council, Dumfries & Galloway Council, Durham, Eastleigh Borough Council, East Northamptonshire Council, East Renfrewshire Council, Education Authority, Enfield London Borough of Haringey, Huntingdonshire District Council, Kirklees Borough Council, Lancaster City Council, London Borough of Tower Hamlets, Leicester City Council, London Borough of Lewisham, Luton Borough Council, Middlesex Unison, Neath Port Talbot County Borough Council, Newry, Mourne and Down District



*Bartec Auto ID Ltd. exhibiting at the APSE annual seminar 2018*

## Appendix 10: Staff and resources



**Cllr John Kerr-Brown**  
**National Chair 2018/19**

*Cllr John Kerr-Brown is an Elected Member at Warrington Council and a member of APSE Northern Region*



**Anita Brown**  
**National Secretary 2018/19**

*Anita is Service Manager at Stockton-on-Tees Council.*



**Paul O'Brien**

*Paul O'Brien, APSE's 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.*



**Phil Brennan**

*Phil is the Head of APSE Energy; he is responsible for the day to day delivery of the service to members and business growth.*



**Debbie Johns**

*Debbie is the Head of APSE Performance Networks. She is responsible for the growth and development of the service and its operational management.*



**Jan Kennedy**

*Jan is the 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.*



**Andy Mudd**

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



**Lindsay Towler**

*Lindsay is the 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.*



**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.*



**Abi Ademiluyi**

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



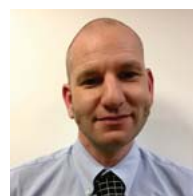
**Rob Bailey**

*Rob is the Principal advisor for APSE Wales. He is 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.*



**Andy Derbyshire**

*Andy is a Performance Networks Officer.*



**Jennifer Stanley**

*Jenny is a Performance Networks Officer.*



**Ryan McNally**

*Ryan is the IT and Research Officer.*



**Cheryl Walker**

*Cheryl is a Performance Networks Officer.*



**Rebecca Monaghan**

*Rebecca is the Data Processing and Analysis Officer.*



**Laura McNab**

*Laura is a Finance and Administration Officer within the APSE Scotland Office.*



**Lyndsey Moffat**

*Lyndsey is a Finance and Administration Officer within the APSE Scotland Office.*



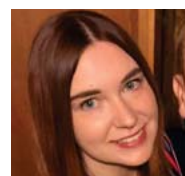
**Garry Lee**

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



**Shami Scholes**

*Shami is the Research and Administration Officer within the APSE Southern Office.*



**Charlotte Banks**

*Charlotte is the Energy Research and Project Officer*



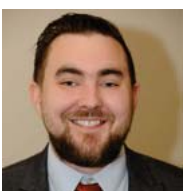
**Matt Ellis**

*Matt is the Communications Officer.*



**Emma Taylor**

*Emma is the Client Coordination Officer with APSE Solutions.*



**Mike Egerton**

*Mike is the Marketing and Coordination Officer.*



**Wai Lee**

*Wai is the Finance and Management Information Team Leader.*



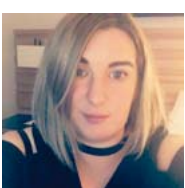
**Stephen Cull**

*Stephen is an Administration Assistant*



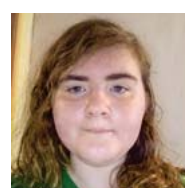
**Alistair Holcroft**

*Alistair is an Administration Assistant*



**Vicky Starmer**

*Vicky is an Administration Assistant*



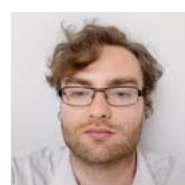
**Caitlyn King**

*Caitlyn is an Administration Assistant*



**Louise Midwood**

*Louise is the Finance and Administration Assistant*



**James Courtney**

*James is the Business and Administration Apprentice*

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## Association for Public Service Excellence

3rd Floor, Trafford House, Chester Road

Manchester M32 0RS

Telephone: 0161 772 1810

Email: [enquiries@apse.org.uk](mailto:enquiries@apse.org.uk)

Web: [www.apse.org.uk](http://www.apse.org.uk)

Twitter: [@apsenews](https://twitter.com/apsenews)

[@apseevents](https://twitter.com/apseevents)