

Association for Public Service Excellence
Annual Report 2021



The **BIG** Picture



96.6%

Customer satisfaction rating



8715

Delegates at APSE events or training courses



57

Seminars held



345

Network query reports have been circulated and responded to



96

APSE briefings have been released



15

APSE publications have been released

YEAR 2020/21

Preface



Councillor Mark Pengelly
APSE National Chair
2019–2021

My extended year in office as APSE's National Chair has been one of the most unusual periods of time in APSE's history. The pandemic has ensured that many of the activities and events that I would normally undertake were either suspended or undertaken in the virtual world. When I took over two years ago at the annual conference in Newcastle who could have known that within a few months the world was about to change in such a fundamental way. I hope that you feel that I have represented you effectively and given the leadership to steer APSE successfully through what has been some troubled waters.

During my speech at the 2019 annual general meeting, I outlined the priorities that I would focus on during my term of office. My first priority was to ensure that the organisation's award-winning research programme continued to grow, expand and explore the most important policy and operational issues affecting local government, as identified by National Council. On top of this, of course, was the investment in APSE's Local Government Commission 2030. Secondly, I pledged that I would focus on the core services which APSE provides to its membership, remaining relevant and helpful, to support you in dealing with the often complex environment in which local government operates. Little did I know at the time how rapidly things were about to change but I am really proud of how quickly APSE adapted its operations to be there for the sector at a time

when it needed support the most. My third area of focus was on the themes of innovation, entrepreneurship and commercialisation, which have grown increasingly important as responses to diminishing budgets during the era of austerity. Finally, I set out that I wanted APSE to respond to climate change in a comprehensive way by focusing all of its operations on supporting our membership to meet their pursuit of net-zero. Despite all of the barriers we have faced, I hope when you look through this report, you will agree that the priorities I set out in Newcastle have been delivered upon.

I have always thought of APSE as one big family operating across local government and I know that when families face troubled times, they pull together to get through them. What has taken place during the pandemic has further strengthened my belief in that notion of the APSE family. The sharing of knowledge, ideas and indeed problems, overcoming these with solutions that have emerged through our virtual networks and hard-working staff. To me, this has strengthened the trust, goodwill and spirit that exists within APSE and the recognition of the important work that the organisation undertakes. At the heart of this is APSE's staff who continue to provide excellent representation, analysis and ideas. I would like to take this opportunity to thank them on behalf of, not only myself, but also the membership, for all of their support.

APSE's influence undoubtedly expanded during the pandemic and you will see many examples throughout this report of APSE engaging with government(s) departments and sectoral organisations to ensure that policy decisions made centrally were rooted in a frontline reality. Our research programme supports us in this activity. APSE's profile has also increased 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.

Karen Bradford has been my National Secretary and her insight, knowledge and experience in local government has meant that she has been a great source of wisdom and advice to, not only me, but to colleagues on National Council over the past year. I would like to take this opportunity to thank her for all her support and input during our term of office. Thanks also to APSE's National Council who have proven to be a huge source of personal, as well as organisational support, even in the most challenging of circumstances, by adapting strategy whilst maintaining effective governance of APSE.

I hope that by the time this year's annual conference in Birmingham comes around we will be able to get together in the physical world to network, learn and renew acquaintances. I hope to see many of you there in September. The programme will of course have many high-profile speakers from across the local government sector examining not only lessons learned from the pandemic, that can be deployed moving forward, but also the many challenges facing local government.

I know that next year's National Chair, Councillor Arwyn Woolcock, from Neath Port Talbot County Borough Council, will bring knowledge and sound judgement 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 continuing my lengthy association with an organisation that gives a huge amount to its member authorities from across the local government political spectrum. The information, ideas and support it gives are vital in navigating an ever more complex array of problems and opportunities.

As my period of office comes to an end, I hope that we are reaching the other side of what has been a very difficult time for everyone. APSE has remained resolute and determined to help its members through these choppy waters and I am sure that this will not be forgotten. The foundations of APSE remain strong and I am sure that in the coming years it will continue to be a huge support to local government in, hopefully, better times.

Foreword



Paul O'Brien
APSE Chief Executive

Whilst the local government year was undoubtedly dominated by the impact of COVID-19 on local areas and local services, many of the longer-term systemic public policy issues haven't gone away. The hoped-for ending of austerity hasn't occurred and local government finances have been placed under ever greater strain, something which is likely to remain for the foreseeable future. Solutions haven't been found to fund local government in a fairer way nor has the pressure been released from the growth in demand for social care, which impacts not only on overall council budgets but also disproportionately on those frontline services reliant on discretionary support. In a cruel irony, some of those very services have been highly visible and immensely valued by the public, with a renewed focus on their immediate neighbourhoods, as a result of the restrictions placed upon their movements over the past year.

Despite everything that has been thrown at local government it 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's focus remains on ensuring that our strategies and policies as an organisation are relevant to our membership's interests. We continue to deliver networks and services aimed at promoting the exchange of knowledge and best practice. The research, advice and policy work undertaken give not only thought leadership but hugely important context when faced with difficult decisions.

Councils continue to focus on how they can help reshape, repurpose and rebuild local places, the onset of the pandemic has only sped up this process. Value for money remains of critical importance and many councils have been revisiting their delivery mechanisms, with a significant surge in insourcing services over the past year, to ensure that public money is being retained within the local area in terms of its direct workforce, subcontractors and supply chain spend. The concepts of new municipalism and community wealth building remain important to APSE alongside ideas around commercialisation and municipal entrepreneurship. Against the odds, councils have, in many cases, found creative ways to build housing, tackle fuel poverty or generate income to support services and APSE continues to support this increasingly important work. With the next decades set to be dominated by responding to climate change APSE is investing heavily in helping our member authorities meet their net-zero declarations.

APSE's National Council continues to invest heavily in its research programme, to help support councils in dealing with ever more complex issues in a rapidly changing world. Our partnership with De Montfort University continues to be at the heart of this programme and research is commissioned and delivered in partnership with some of the best think tanks and organisations across the sector. APSE's services portfolio, membership resources; performance networks; solutions; training and energy, capably supported by our business resources team, have proven adaptable and flexible whilst working extremely hard to provide the knowledge, support and information member authorities require to face up to not only the immediate challenges posed by the pandemic but also the significant pressures faced in 21st-century local government. We have continued to pursue ideas and thinking around how councils can work in a more entrepreneurial and pioneering municipal way through our research; seminars; briefings; consultancy; training and energy work. APSE has continued to focus on efficiency; innovation; income generation and managing demand as the pillars of excellence for local government to respond in a sustainable manner to what is an increasingly dynamic environment.

APSE's strategy of sustainable growth for the business planning period of 2020-23 was severely tested during the first six months of the financial year but it's good to be able to report that, as services adapted to different methods of working, they then recovered and we remain on track to achieve the targets set. APSE remains in good financial health 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 highly competitive.

The impact of the pandemic on APSE's operations mirrored that of its local government membership with deployment to home working during the initial lockdown and the establishment of extensive virtual platforms for much of our events and activities for the rest of the year. APSE continues to hold Investors In People (IIP) Gold status, alongside ISO 9001, ISO14001 and ISO27001.

Finally, I would like to thank Councillor Mark Pengelly for his work in the role of National Chair of APSE over the last year, alongside his National Secretary, Karen Bradford. It only remains for me to commend this annual report to APSE's membership.

Statement of 2019/2020

Due to the health pandemic, and the need to follow regulatory measures on Social Distancing, the APSE 2020 Annual General Meeting could not be convened. This meant that during 2019/2020 the body able to receive APSE's usual Annual Report could not be presented with or approve an Annual Report. Accordingly, APSE's National Council, in line with their governance duties, acted upon delegated authority to ensure the normal business of the Association was able to continue. During this extraordinary period the National Council and its Policy, Performance and Scrutiny sub-Committee, received regular financial statements and audited accounts alongside reports on APSE's activities, which were approved by the respective bodies. This Annual Report therefore considers the period of 2020-2021, reflecting the inability to hold an AGM during 2019-2020 and present an Annual Report during that extraordinary period.



“Keeping on top of data and knowing how a service is performing is vital to good service delivery, but with the pressure of the last year it is an even bigger achievement.

It is great to know that you have kept on top of your data and you can demonstrate how well councils are performing with scarce resources.”

– APSE National Secretary, Karen Bradford, Speaking at the APSE Performance Networks Awards

A photograph of a woman with short blonde hair, wearing a dark blue jacket and a red belt, speaking into a microphone. She is positioned on the left side of the frame, facing right. The background is slightly blurred, showing other people seated at tables. The entire image is overlaid with a semi-transparent pink color.

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A spiral-bound notebook with a calendar grid is shown at an angle. The calendar grid includes dates from 2 to 31. A black pen is resting diagonally across the notebook. The entire scene is overlaid with a semi-transparent purple gradient.

Section 1

The Year in Profile

The last year for local government has of course been dominated by COVID-19 and its impact on local communities and local people. Councils and their staff became quickly recognised by the public as the frontline in a public health crisis – they stepped forward, when others stepped back.

The year in profile

The last year for local government has of course been dominated by COVID-19 and its impact on local communities and local people. Councils and their staff became quickly recognised by the public as the frontline in a public health crisis – they stepped forward, when others stepped back. From business grants to food parcels, from access to parks and greenspace to burying the dead, it was local government that was there to ensure that society continued to function and local people had some quality of life, albeit in a restricted way.

As a result of the cost of this response, council finances have worsened even further with long term funding decisions and a solution to the social care crisis being pushed back yet again. The need for climate change action is increasingly dominating council thinking and will continue to do so for the long term.

Finance

UK local government expenditure remains at record low levels as a percentage of gross domestic product. A long-awaited fair funding settlement has not materialised so far, and longer-term certainty remains undelivered, with unceasing short term comprehensive spending reviews meaning the local government settlement continues to be an annual event. The last 12 months has exacerbated local governments financial problems with central government bailouts during the pandemic falling short of the costs incurred, and income lost, to protect local communities. Frontline services, especially those of a discretionary nature, are being squeezed ever further with any reprieve seeming a long way off. The impact of the pandemic on locally raised taxation has slowed the drive towards a more self-financing approach and perhaps a fundamental rethink of the sustainability of this method is underway.

Climate change action

With the vast majority of councils having declared climate and ecological emergencies, with target dates to achieve net zero, work has continued to gather pace on the achievement of these ambitious goals. The publishing of the Climate Change Committee's Sixth Carbon Budget report last December has not only focused minds but set out a clear route map, as to how the UK can achieve carbon neutrality, by 2050. This report also clearly identifies priority areas for local government to focus on – buildings, transport, waste, land use and electricity generation. A growing number of councils have set out their action plans as to how they intend to achieve their aims. Early adopters have revisited their plans in the light of the pandemic. Many are considering whether the experience of the last year will speed up a permanent shift in working patterns, a more active lifestyles-based approach, a shift to locally-based shops from the high street, and a reduction of the use of public transport or whether this will revert back to a more managed transition. The implications are significant.

APSE has continued to be at the forefront of this agenda, through all of its services, to its membership. Our research programme has sustainability at its heart and almost every APSE event, which take place across all local government service areas, has a climate response item on its agenda.

Our APSE Energy service, with over 119 member authorities, continues to develop renewable energy and energy efficiency initiatives. The past year has seen significant support work to aid members in accessing decarbonisation funding from government and then providing capacity on the ground to deliver outcomes. APSE Training has also delivered a major programme of carbon literacy training across the local government sector.

Brexit

The shadow of Brexit has fallen somewhat into the background as a result of the pandemic but has created difficulties in local authority run ports, particularly in Northern Ireland. Reports are increasing of material and supply shortages and costs rising. Skills shortages and labour availability for some sectors is also a growing concern. Clarity around procurement rules and replacement for European regional investment funding are also areas where councils are facing anxious waits for certainty.

New municipalism and community wealth building

Ideas around new municipalism and community wealth building were initially borne out of responding to austerity in an attempt to make sure that all opportunities to generate income to offset budget cuts were taken and that every pound spent was focused in working within the local economy for the benefit of the local community. The need to blend finances with policy responses has not gone away, if anything the pandemic has created the circumstances where this type of focus

will be needed more than ever. Some commercialisation ideas may have stalled over the past twelve months, but viewed through a post COVID prism, they are likely to re-emerge, although perhaps in a slightly different guise. Commercialisation will continue to form an important part of councils short, mid and long-term financial sustainability, whilst central government support through general taxation remains suppressed. New municipalist approaches to tackling major public policy issues such as the housing crisis, fuel poverty and stimulating local economic growth will continue to form part of the local authority strategy playbook.

Insourcing

The past decade has seen an ever-increasing growth of insourcing as a significant policy response. Over the last twelve months there has been a continuous stream of contracts returning in-house with many others under close scrutiny and review at present. Housing and environmental services have been popular areas to insource again but the restrictions placed on leisure facilities as a result of the pandemic has seen many local authorities return their leisure services provision back in-house.

Devolution and structural reorganisation

Metro 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. Despite the Northern Ireland Assembly being back up and running, calls have continued for further devolution of powers to local government. APSE has worked closely with NILGA on this agenda. Scotland has an ongoing local governance review and, in Wales, the issue of the future approach to delivering public services remains a contested matter.

Social Care

Ministers continue to promise imminent announcements on resolving the social care crisis a decade on from the Dilnot review, but there is still no sign of the much-delayed green paper on social care funding. This means that the growing demand for adult and children's services continues to soak up local authority resources and place huge pressure on the budgets available for other frontline services. Without significant additional funding from government or fundamental financial reform, the march towards the 'graph of doom' continues. For non-statutory service budgets it is hard to see how they will avoid almost complete erosion.

Housing

Local authorities continue to attempt to tackle the affordable housing crisis by investing in housebuilding programmes once again. Whilst this is an important move, councils could really make an even more significant contribution if they were given subsidy to pump prime larger scale programmes. The suspension of the 'Right to Buy', in Scotland and Wales in recent years, has allowed councils there to build on a larger scale. This allows not only the protection of existing stock but gives greater certainty for business plans to build more homes. Local authorities in England are continuing to make use of wholly owned housing companies to build much needed homes. APSE, in our work with the Town and Country Planning Association, continue to push for reform of the planning framework around the amendment of the viability test, an end to permitted development and the issue of a 5-year supply of land for housing.

Neighbourhood Services

Public support of frontline neighbourhood services moved even higher during the pandemic as demonstrated in APSE's fifth major opinion poll undertaken by Survation last winter. It is ironic that many of these very services like the environmental suite, roads and parks have suffered the worst of cuts over the last decade and continue to face severe financial challenges. During the pandemic, services like refuse collection, cemeteries and crematoria and parks were highly visible to the public and undertook various adaptations to ensure that they could remain operational and safe for staff and the public alike. APSE operated as a conduit for advice on much of this by liaising with government(s) departments including MHCLG, DEFRA, DOE, DCMS, DFT and their equivalents in the devolved nations, as well as organisations such as the HSE.



Parks

Parks and urban greenspace became something of a national treasure over the past year, operating as a real lifeline for people's health and mental wellbeing, when there was nowhere else to go. However, their infrastructure took a real battering through wear and tear. There has been a long-term dependency on commercial and income generating activity to offset budget cuts for parks services, this approach was severely challenged as a result of COVID restrictions over the past year and may take a while to return. There is a need for urgent capital investment in parks to bring them back up to the standards the public expect, alongside an increase in revenue funding to maintain them. Without these, there is a real danger that they will lose their lustre.

Soft FM services

Many school meals services were at the forefront of preparing and delivering food parcels, to those in need of support, during lockdown restrictions. Universal Infant Free School Meals funding remains vitally important and needs to be protected for the long term. It is welcome news that the Scottish Government have agreed to expand provision across all primary school age children. APSE continues to gather data to make the case about the benefits to children's health and educational attainment. APSE also continues to provide the secretariat support to the all-party parliamentary group on school meals.

Sports and leisure

Local authority provision of sports and leisure facilities over the past twelve months has been severely tested due to lockdown restrictions with many facilities closed for lengthy periods of time or repurposed. As services highly dependent on the income they generate from activity, this has resulted in significant losses accruing. Whilst government(s) provided recovery funding for arm's length providers by way of direct payments from local authorities, this proved insufficient and has made some question the long-term viability of some contracts and facilities. A significant number have looked to insource to give certainty over cost and delivery.

Workforce

The local authority workforce was at the very heart of the response to COVID-19 when most of the population remained in lockdown; it was they who were out there providing a vital lifeline to some of the most vulnerable people in society, delivering food, providing care, keeping greenspace accessible, dealing with our waste and refuse and unfortunately burying the dead in significantly higher numbers than in normal times. Whilst people gave these unsung heroes waves or clapped for them or put smiley faces on their bins during the worst of times, hopefully all of this is not forgotten by either the public or government(s) when it comes to future funding of services, and the terms and conditions of these workers, at the epicentre of the local community.

APSE Publications

So you've declared a climate emergency: what next?

Spending on parks and neighbourhood services in Scotland

At a crossroads
Building foundations for healthy communities

APSE Public Opinion Poll 2020 in association with Survation
Trust and Confidence in Councils during COVID-19: What the Public Think

Climate Emergency Engagement
An in-depth look into how local authorities are engaging citizens in their climate emergency action plans

The impact of Covid-19 on performance management in UK local government
April – June 2020

Planning for our Future
Embedding energy and climate change into local plan policies

APSE Sports and Leisure Services remobilisation report

APSE Waste, Refuse Collection and Street Cleansing Services remobilisation report

APSE Highways Services remobilisation report

APSE Transport and Fleet Services remobilisation report

APSE Cemeteries and Crematoria Services remobilisation report

Parks and open spaces Remobilisation Report

APSE Building Maintenance remobilisation report

APSE Soft FM services remobilisation report

An aerial photograph of the United States with a red outline of the state of Florida. The text is overlaid on the map.

Section 2

A Focus on APSE in Your Area

34

**Member Councils
Scotland**

67

**Northern Region
Member Councils**

11

**Member Councils
Northern Ireland**

16

**Member Councils
Wales**

37

**Central Region
Member Councils**

89

**Southern Region
Member Councils**



APSE Wales

With the onset of COVID, APSE Wales moved online with significant numbers attending our Teams based Advisory Groups. Councillor Arwyn Woolcock of Neath-Port Talbot County Borough Council and Karen Armstrong of Flintshire County Council continued in their roles of Chair and Secretary of APSE Wales during 2020/21.

A busy year included advisory group meetings on Renewables & Climate Change; FM, Catering and Cleaning; Environmental Services and Highways; Housing and Building Maintenance. In addition, a special strategic forum was held on the new 'Power of General Competence' in Wales chaired by Cllr Andrea Lewis from Swansea Council.

APSE Wales continues its supportive relationship with the Welsh local government family including the Welsh Local Government Association and Greenspace Wales

APSE Northern

Councillor John Kerr-Brown of Warrington Borough Council and Anita Brown (Stockton-on-Tees Council) continued in their roles as APSE Northern Chair and Northern Secretary during 2020/21.

Regional Forums have taken place online during the pandemic. Northern members have also been very actively taking part in online seminars covering areas such as street cleansing, waste and recycling, parks and greenspaces and cemeteries and crematoria. They have also contributed to APSE's COVID-19 information hub and remobilisation reports, providing valuable information to local authorities across the UK during the past year. New seminar offers, including Trees and Woodlands and Allotments, have also seen a good representation from Northern members both as speakers and attendees.

The profile of Northern region members was particularly high in 2020, with 10 Winners, (including Council of the Year) at the APSE Annual Service Awards, and 10 winners in APSE's Performance Networks Awards 2021.

Despite the many problems local authorities have faced, we have welcomed South Holland District Council and Ribble Valley Borough Council to the APSE membership where we know they will find a great deal of advice, support and information.

APSE Southern

The role of Chair for APSE Southern 2020/21 (no elections took place in 2020 due to the pandemic) was held by Councillor Phillip O'Dell, London Borough of Harrow, with the role of Secretary being undertaken by Colin Rowland, from Isle of Wight Council.

There was vast engagement with members within the region with over 1700 colleagues engaging with 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 organised the APSE Diversity, People and Places Online Seminar which proved very popular with members and this will be an agenda that APSE will continue to develop with further events planned.

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

North Hertfordshire District Council, Hertfordshire County Council, Hart District Council/Basingstoke & Deane, Colchester Borough Council, Spelthorne Borough Council, London Borough of Lambeth, and North Norfolk District Council.

A number of Southern region members were successful in winning APSE service awards, including Thurrock Council, London Network for Pest Solutions Ltd (Newham Council), and Wokingham Borough Council.

APSE Scotland

Councillor Les Sharp of Clackmannanshire Council and Russell McCutcheon from North Ayrshire Council held the roles of Chair and Secretary of APSE Scotland for 2020/2021. APSE Scotland continues to directly engage with a number of organisations including the Scottish Government, Zero Waste Scotland, Transport Scotland, CoSLA, Keep Scotland Beautiful and the Improvement Service on a variety of issues including the Scottish Government's new nutritional requirements for food and drink in schools, alternative fuels and Scotland's Deposit Return Scheme. APSE also sits on a number of working groups including the Scottish Government's healthy eating in schools guidance and its nursery milk scheme, as well as the Scottish Waste Industry Training, Competency and Health & Safety Forum, and continues to sit on Zero Waste Scotland's Litter Monitoring Adoption Group.

Following the development of the healthy eating in school's guidance by the working group which included APSE, the document was published on 10 February 2021, with the main aim of the guidance being to help those who are involved in providing food and drinks in schools to implement the regulations through a whole-school approach.

Throughout COVID, APSE Scotland's advisory groups and events were moved online, providing an invaluable opportunity for the membership to discuss and share the challenges of the pandemic, as well as innovations that have been developed, ensuring vital services continued to be provided to local communities. In addition to the regular advisory group meetings throughout the year, a number of remobilisation and COVID specific working group meetings have been held to provide as much help and support as possible to the membership.

Our online service-specific events have been themed around the climate emergency and the importance of intertwining COVID recovery as part of the response.

APSE Northern Ireland

Councillor Terry Andrews of Newry Mourne and Down District Council was elected APSE Northern Ireland Chair and Ellen Cavanagh of Derry City and Strabane District Council was elected APSE Northern Ireland Secretary for 2019-2021. Alderman Tommy Nicholl MBE, of Mid and East Antrim Borough Council, was elected Vice-Chair. APSE Northern Ireland continues to work closely with NILGA and in 2020 was pleased to once again support the Northern Ireland Local Government Awards, presented to winning councils in February 2020 at a ceremony in Belfast, following a record number of submissions to the awards.

APSE Northern Ireland continues its approach to providing free networking events to its member councils and a particular highlight of the year was an event themed on 'Climate Emergency: Practical actions and long-term policy goals for Northern Ireland Councils, which took place at Ballynahinch in Spring 2020. Speakers included: Grainia Long, Belfast Commissioner for Resilience, Cathy Burns, Climate Programme Manager, Derry City and Strabane, Nichola Hughes, Executive Director Sustainable NI, Sebastian Street, Development Manager at Gridserve, Alan Barber, APSE Associate and Shane McGivern of the 'Collaborative Action for the Natura Network' who brought in a much-needed debate on the importance of biodiversity and peatland protection.

Following the success of the Ballynahinch event, two further online events were held with APSE Northern Ireland on Climate Change, including an online event in June, and a coordinated event with support from APSE Energy focusing on renewable energy, with Fermanagh and Omagh District Council in December 2020.

APSE Central

Councillor Mark Pengelly from North Northamptonshire Council (previously Corby Borough Council) was elected as National Chair and, again, as Central Region Chair. Dela Moreland of North Northamptonshire Council (previously Kettering Borough Council) was elected Central Region Secretary. Around 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 took place online during the year. Themes included environmental sustainability, the road to becoming a unitary authority, building resilient communities and revitalising commercial strategies.

Central Region participation was high amongst the numerous seminars and training courses held online during the year. A number of Central Region members were successful in winning APSE service awards, including Dudley Metropolitan Borough Council, Nottingham City Council, City of Wolverhampton Council and Gedling Borough Council.

A woman with curly hair is shown in profile, smiling while talking on a telephone. She is holding a pen in her left hand. The background is a blurred office environment. The entire image is overlaid with a semi-transparent pink color.

Section 3

Organisation and Services



191

**APSE Performance
Networks Members**

47

Awards Issued

91

**APSE Solutions
Clients**

119

**APSE Energy
Members**

7,000+

Combined Followers

Collated from Twitter, LinkedIn
and YouTube

148

**Training Courses
Delivered**



APSE's Local Government Commission 2030

Society faces a number of public policy crises, be it growing inequalities, housing, climate change or public health. These are all impacting heavily on local communities and they are looking to their local councils to respond. At the same time, the organisational landscape of local government has undergone a patchwork reorganisation through city deals and combined authorities, partnerships and shared services, asset transfers and local authority companies. Political leadership and democratic accountability have arguably become increasingly 'messy', as core internal capabilities and traditional ways of working have been challenged. Yet, there is equally a new municipalism that is emerging, one that advances new forms of local agency, inhouse services, municipal entrepreneurship and stewardship of place.

To understand and evaluate what these issues mean for the future of councils, the APSE Local Government Commission 2030 has been meeting over the past eighteen months and has been developing independent analysis of the state of local government in the United Kingdom, focusing on future challenges and an emerging role in delivering a new municipalism. Importantly, the Commission has taken 2030 as its key date on the horizon, signalling its commitment to meet the challenges of climate change and sustainability, one of the pressing 'wicked policy issues' facing local councils today. The Commission aims to set out a route map to a better system of governance in the UK. The final report of the APSE Local Government Commission is due to be published in July 2020.

Research

APSE's research programme is at the very heart of the work that the association does to advocate on behalf of frontline local government services. National Council ensures that this focuses on the major public policy issues impacting not only at a national government(s) level but also at both a strategic and operational level within local government.

A number of important pieces of research were launched by APSE during 2020/21. APSE continues to have a long-standing partnership with the Local Governance Research Unit at De Montfort University. This ensures not only the academic quality of our research work but also a consistency of approach based on our shared values around the notion of an ensuring council.

'At a crossroads: Building foundations for healthy communities' was launched in August 2020. This project was completed as part of APSE's lengthy partnership with the Town and Country Planning Association.

APSE's report 'So you've declared a climate emergency: what next?' was published in the spring of 2020, following extensive research undertaken by the New Policy Institute. This report outlines a framework for councils to view the development of their own climate action plans through, in the pursuit of their net zero declarations.

APSE commissioned CIPFA property to take a look at how local authorities were providing a range of frontline services to schools, 'Selling services to schools: Facing the future', was published in the spring of 2020.

APSE commissioned its fifth annual opinion poll from Survation examining the views of the public with regard to local frontline neighbourhood services. This was launched in December 2020. It showed that not only had the public's respect for local governments frontline grown even higher during the pandemic but also that they trusted councils more than governments in responding to COVID-19.

'Spending on parks and neighbourhood services in Scotland', was a research project undertaken by New Policy Institute mapping the impact of austerity and budget cuts on frontline services. It was published in June 2020.

Over the course of 2019, APSE also completed a number of other significant research studies on economic development, leadership, neighbourhoods finance, climate change emergency, insourcing and housing.

APSE in the Media

During 2020-21, APSE's role in supporting its member authorities came into critical focus through messaging in media outlets, the findings of APSE surveys, roundtables and remobilisation meetings in response to the COVID-19 pandemic. As concerns on resources and finances materialised, APSE's voice in the local government press became a reflection on member concerns and, where appropriate, supporting calls for a change in direction on government(s) policy and advice across the UK.

APSE WhatsApp groups were set up at the very start of the pandemic, pre-lockdown, across 13 different service or policy areas. Whilst the core role of these groups has been to support information sharing between services, they have also been successfully used to gather and test information for media purposes; this has been particularly helpful when journalists have requested a local government spokesperson in response to pandemic issues across the services, for example in response to the issues of free school meals, through to pressure on bereavement services and parks.

In addition to the pandemic related press, APSE has continued to develop a range of articles based on public policy research and briefings. Social media has also been successfully deployed to this effect with the combined twitter accounts of @apsetweets; @apseevents and @apsenews now have a following of near to 7,000 followers with on-going integration between the twitter accounts, APSE website and corporate LinkedIn accounts. A Christmas poem with renowned poet Tony Walsh 'Council Matters' racked up over 20,000 YouTube views alongside a cumulative 220,000 hits across social media platforms, with a stirring poetic performance set against a backdrop of real images of councils frontline workers and services during the pandemic.

APSE Direct

'APSE Direct' transitioned to an online only format during the health pandemic due to difficulties in printing and distribution, with a large volume of readers working from home. This has proven popular with advertisers and readers, though it is anticipated one or two special editions such as an 'Awards Edition' will return to a print format alongside a digital copy. The year 2020-2021 saw **7** full online editions running alongside digital monthly update bulletins (12 in total). Complimentary offers to magazine supporters are offered through additional web advertising and sponsorship.

APSE retains the balance of news content and features from member authorities, guest writers and news features with the ratio of commercial advertising, reflecting the fact that the magazines core purpose is a member services, sharing best practice and opinion amongst APSE member councils.

Seminars and awards

As one might expect the impact of the COVID pandemic on APSE seminars and events initially halted the programme for 2020-2021. However, the programme was rapidly deployed to an online programme, and has included both digital seminars, in place of planned physical events, alongside newly developed online products and seminars. This has included **26** online seminars with topics including climate change, high street recovery, equalities and diversity, trees and woodland, highways, building maintenance, waste and streetscene and FM services to name just a few. Over **4000** delegates took part in online events and **42** online sponsorship packages were secured; these included innovative show-reel post event videos for sponsors, featured on the APSE YouTube channel, with **21** show-reels created during the 12 months.

Uploads **PLAY ALL**



The Big Energy Summit 2021

• 2 months ago



APSE Parks and Greenspaces Online...

• 4 months ago



APSE Diversity People and Place Seminar 2021

• 4 months ago



APSE Scotland Building & Housing Seminar 2021

• 5 months ago [APSE's YouTube channel](#)

Online awards were difficult to produce to the same exacting standards of physical events but following the longer than anticipated disruption to 'normal service' new software was deployed to successfully host the Annual Service Awards, Apprentice Awards, Highways Innovation Awards and Performance Networks Awards online.

APSE seminars and events, in spite of the difficult conditions have continued to attract high profile speakers and tracking of delegate satisfaction, alongside a revamping of internal quality procedures to support the new delivery platforms, suggests that the vast majority of delegates and speakers have enjoyed a successful experience at APSE seminars.

Advisory groups and strategic forums

Like APSE seminars, the main membership services of Advisory Groups and Strategic Forums transitioned online with the deployment of new processes to assure online quality and ease of access to APSE members; this has included consideration of access issues to ensure that members are not excluded from participation at APSE events. **66** online advisory groups took place during the year with near to **3000** attendees. The groups were also complimented by additional COVID-19 groups and remobilisation meetings, providing services across the frontline, and enabling member councils to respond to the ever changing pandemic and public health guidance issues. Many members reported these meetings as critical to supporting the safety and wellbeing of the council staff who continued to provide vital frontline services throughout the lockdown periods and beyond.

In addition to the advisory groups and strategic forums APSE was also able to offer remobilisation support meetings to assist in services returning to capacity or to deliver under different working conditions. **8** Sector remobilisation reports were produced as a result of some **28** online remobilisation meetings.

Strategic forum events also took place alongside political party online fringe events and workshops with the Conservative Councillors Association, The Labour Party and the Scottish Nationalist Party. Online events and roundtables also took place with UNISON and organisations such as NILGA, and work with the Environment Agency in support of waste services.

Website, briefings and network query service and additional COVID-19 web hub

The APSE website played host to a rapidly developed COVID-19 Web Hub which went live prior to the official lockdown announcements. This has provided a source of formal information and guidance issued by UK governments and hosted in one place for ease of reference for sector specific groups. The Web Hub was also used to ease of access to specific APSE COVID-19 briefings and a focus point for suppliers to update councils on their capacity and service availability during lockdown

The website continues to host the 'Parks hub', a bespoke area for the Department of Business, Energy and Industrial Strategy to support their work on renewables and in addition a web page shared as a hub by the LGA, CLOA and APSE on sports and leisure provision.

During 2020-21 a total of **96** briefings were issued, with **61** COVID-19 specific briefings. The network query services continued uninterpreted with APSE members benefitting from 345 network queries and a further **56** COVID specific 'rapid response' queries.

The pandemic brought a rise in demand for frontline service information to assist government departments across the UK and APSE issued a range of specific surveys for MHCLG, DEFRA, DCMS the MOJ and many others to support the pandemic response. A total of 32 surveys were issued with some being repeated to provide trend data on sector specific issues. This approach was also used to assist NHS logistics in the early stages of the vaccine roll out and in surge test and pilot areas for the initial lateral flow tests at community level.

WhatsApp Groups

In anticipation of the lockdown measures, APSE developed **13** WhatsApp groups across its services, both frontline and policy focused, which attracted near to **500** participants. These were proven to be invaluable in the rapid exchange of information, and indeed mutual support, to test out ideas or source information on approaches, including health and safety measures to keep the workforce safe and services functioning.

APSE Solutions

Local government has had an extraordinary year, during which it rose magnificently to the unprecedented challenge posed by the coronavirus pandemic. APSE Solutions, along with the rest of APSE, has had to adapt and develop its services to provide support at a time when it has never been more essential.

Solutions has focused on understanding the needs of its local authority customers and making sure that what it offers meets them. Its success in doing so is reflected in the financial outcome for the year; in year growth of 16% and Solution's highest ever turnover of a little under £1.5m.

The emphasis has been on medium term support to keep essential services going at a time when councils are struggling with the cumulative impact of a decade of austerity, an ever-worsening skills shortage and, of course, the wholly unexpected effect of the pandemic. Solutions' interim service, in particular, saw a steep increase in demand.

The increase in demand threw up challenges in terms of the capacity of the in-house and associate team to keep up at a time when they were, like everybody else, still coming to terms with the impact of lockdown and dramatic changes to the way we all work. As a service that was previously delivered on a mostly on-site basis, the shift to virtual working was hugely challenging. New approaches had to be developed quickly.

As well as delivering a redesigned service to its interim and consultancy customers, Solutions also made headway in furthering a long-standing ambition to bring the benefits of Underground Refuse Systems to the UK. Working with Liverpool City Council, a procurement framework was developed and let and is now available to all UK public authorities.

In some respects, the new virtual working environment proved beneficial to the URS project, in that it made it possible to develop relationships with a range of suppliers, that would have been otherwise difficult to reach. Online meetings meant that companies from across Europe were just as accessible as those based in the UK and this is now reflected in the choice of providers available through the framework. It is a genuine one stop shop for all aspects of URS, with bins, vehicles, technology and contracts for maintenance all available directly from it.

Looking forward, we all now know to expect the unexpected, but APSE Solutions is confident that it can remain relevant to the needs of the councils it serves and build on what was an incredibly testing year.

APSE Training

During 2020–21, the Business Plan targets for turnover and surplus were exceeded by more than 25%, making this our most successful trading year to date.

Onsite courses were withdrawn, in response to the first lockdown, leading to a slow start. However, through the year, new online training conventions were established, the portfolio of courses grew and the year ended on an all-time high in terms of volume of trade and turnover.

158 courses were delivered over a 46-week trading period, attracting 1795 learners. On average, we ran 3 to 4 courses, for 39 learners per week. All Regions accessed training. More learners attended from the Southern Region, but more in-house courses were booked from the Northern Region. 33% of courses were in-house, the majority of which were held in the final quarter of the year.

The most popular course was Carbon Literacy for Local Authorities, which accounted for roughly 40% of turnover. Forty-six Carbon Literacy Courses were delivered altogether, 11 being offered as open/public courses and 35 as in-house courses. More than 100 Local Authorities received certified Carbon Literacy training from APSE.

Traditional stalwarts such as Project Management and Supervisory Skills remained popular.

APSE Energy

The energy, climate change and sustainability agenda remains a significant one for local authorities as it does for all sectors of the economy. Whilst addressing the pandemic has been uppermost in the mind of councillors and officers, our agenda has continued as a priority for most local authorities. This agenda is a vast one which is changing rapidly and so our services have been required both by those larger councils, who have resources to put towards it, as well as smaller councils, who have relevant assets and requirements, but not significant officers, or time to make the most of those assets.



Info for Frontline Services

Our membership stands at 119, currently in sharp contrast to the 29 who started as members when APSE Energy was established in 2014. We have recently had members join who are London boroughs, councils from Northern Ireland, rural districts and larger councils.

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. Our pre pandemic physical meetings have been replaced by virtual webinars with numbers of delegates increasing. We have held 11 webinars over the year including our Big Energy Summit and we have continued to engage with our members through this medium.

Our advocacy role involves highlighting the activities of our members across the sectors, working with BEIS, responding to Government consultations on behalf of our membership, working with expert suppliers and generally promoting the work of local government. In addition to the new members who have joined this year, we have accepted a number of new private sector commercial partners which reflects the growing profile we have across the sector.

Through our knowledge workstream, 20 briefings have been produced as well as a monthly newsletter containing a range of information about new legislation, technologies, products and developments. We have produced publications detailing perceptions and activity related to climate emergency declarations, a series of consultancy case studies and local authority engagement related to the climate emergency over the year

Our consultancy workstream has continued to expand, increasing turnover. APSE Energy provides strategic and technical support as diverse as electric vehicles strategies, LED lighting designs and solar farm operations and maintenance contract advice. The Public Sector Decarbonisation Scheme was a significant event for local authorities in the year with many requiring support to undertake analysis, provide options and complete applications. The consultancy continues to grow as does our reputation. The agenda is a wide one and we have benefitted from local authorities requiring support on topics such as embedding sustainability into local planning frameworks and project managers for heat network projects.

APSE Energy continues to have a significant influence across the sector as interest grows in our services and audience.

APSE Performance Networks

APSE Performance Networks membership now stands at 191 authorities and there have been a number of changes to the service this year as a result of COVID-19 to adapt to the needs of the members.

APSE has adapted the service to deliver virtual one-to-one training, validations and working groups. The Performance Networks Seminar was an online week-long event in December 2020 with 270 attending and plenary speakers from America and Australia and a panel of four chief executives addressing how front-line services can respond to the new normal. A separate online awards ceremony was held in June 2021 to celebrate the best and most improved performers.



Remobilisation Reports



Suppliers



APSE Services Available Online



Events

A separate quarterly data collection exercise was undertaken to assess the impact of COVID for the period April to June 2020. Over 100 submissions were made, identifying the impact of the pandemic on cost, income, employees, service standards, service requests and service usage. In addition, to assisting members in completing the data whilst dealing with the pandemic, we simplified and reduced data collection down in a number of areas. We are also giving those authorities who operate an integrated street scene service the option of submitting combined cost and resources data where they are unable to (or find it time consuming to do so) split this out into the individual service areas (for example parks and street cleansing).

We have developed, piloted and launched a brand-new App for building cleaning inspections. This follows the widespread success of the LAMS App. This new app includes surveys for educational establishments, leisure centres, offices and public conveniences. This is based on the BICS specification and is based on 3 grades to assess the quality of cleaning.

APSE has also been working with environmental health and trading standards colleagues in England to develop a separate module for these services where the legislation differs from the modules developed in Scotland. The groups have also developed a template and performance indicators for a new Licensing service, which will be launched next year.

APSE have been working with Defra and have fed data from LAMS and the street cleansing module into the Litter dashboard for England. We have liaised with the Scottish Government and Zero Waste Scotland in relation to the cleanliness performance indicators and collecting data on litter prevention following on from the review of COPLAR. APSE met with the Data Unit in Wales over the new performance framework for Wales.

APSE continues to work with CAMMS to develop a new database for Performance Networks to make it easier to report and analyse data and to build a platform for future web-enabled services.

Staffing and business resources

APSE continues to have a dedicated and engaged team who are supporting APSE's mission to support the delivery of excellence in public services.

Throughout the pandemic the team have continued to excel, helping APSE meet new ways of working and providing an excellent service to the membership in the virtual world. Staff development has continued with numerous staff taking up virtual training courses and completing managerial courses during the pandemic. Throughout the lockdowns staff events took place to support and engage, including virtual quiz nights and birthday celebrations. An 'Employee Assistance Programme' was put in place at the beginning of the pandemic to provide all staff with additional support, this has been extremely successful and continues to be utilised.

The Association was reassessed in February 2021 and remains a 'Gold' investor in people employer. An anonymous independent staff survey, sent to all APSE staff as part of the assessment, found that APSE was ahead of both the Investors in People and the Public Administration sector average on all nine indicators.

The organisation's succession plan is well embedded and engages the views of staff and the National Chair and Secretary. The first round of the 'Internal Development Programme' has now been completed and all participants have thrived. The programme is set to continue with a new cohort in 2021-22.

APSE's IT systems have been upgraded to support large scale events and IT security improvements have been made in the satellite offices to support virtual working. The Manchester office remains available for member engagement meetings with 4 meeting rooms and ample flexible meeting space which can accommodate up to 50 people for large meetings.

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.

The background is a close-up, slightly angled view of a red £50 banknote. The note is partially obscured by a semi-transparent red overlay. The Queen's profile is visible on the right side. The text 'Fifty Pounds' is written in a large, ornate script. Below it, 'THE SUM OF FIFTY POUNDS' is printed. At the bottom, 'THE GOVERNOR AND COMPANY OF THE BANK OF ENGLAND' is visible. The overall color scheme is dominated by red and white.

Section 4

Finances

Association for Public Service Excellence

**Revenue Account
for the year ended 31 March 2021**

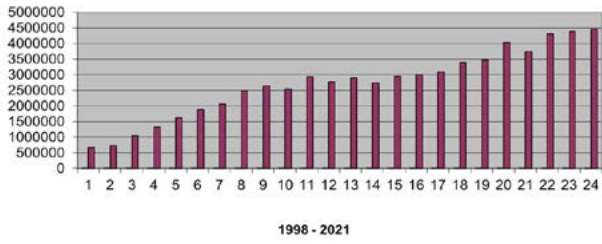
Income	APSE £	APSE Energy £	APSE Solutions £	APSE Training £	Performance Networks £	Total 2021 £	Total 2020 £
National membership fees	782,441	291,391	-	-	901,552	1,975,384	1,869,731
Approved partners	56,132	-	-	-	-	56,132	63,091
Seminar income	119,625	7,892	-	-	15,178	142,695	634,590
Consultancy and training income	-	423,047	1,497,451	262,796	21,346	2,204,640	1,732,177
Special projects income	4,160	-	-	-	-	4,160	24,511
Publication sales	20,605	240	-	-	-	20,845	15,088
Miscellaneous income	36,806	-	-	-	-	36,806	37,783
Bank interest	8,413	-	-	-	-	8,413	17,586
Total income	1,028,182	722,570	1,497,451	262,796	938,076	4,449,075	4,394,557
Expenditure							
Establishment	741,096	142,712	273,367	112,574	453,074	1,722,823	1,769,849
Associates	26,617	307,887	1,119,991	27,735	93,789	1,576,019	1,295,514
Seminar costs	4,526	-	-	-	18,411	22,937	431,705
Meetings	(324)	-	-	-	-	(324)	33,459
Fringe meetings	4,500	-	-	-	-	4,500	12,640
Premises costs	49,561	12,334	18,501	12,334	46,002	138,732	157,099
Office costs	42,999	3,812	5,731	3,203	18,959	74,704	129,942
Printing and photocopying	77,908	3,956	-	-	52,596	134,460	193,498
Professional fees	24,310	-	-	-	55,621	79,931	69,824
Promotional/advertising	30,485	138	138	3,682	13,682	48,125	75,220
Bad debts	39,275	(2,276)	(620)	(264)	3,947	40,062	1,591
Depreciation	22,581	3,200	3,200	3,200	17,190	49,371	67,396
Miscellaneous	2,259	24	72	22	629	3,006	4,510
Membership retention	7,300	-	-	-	750	8,050	14,500
Total expenditure	1,073,093	471,787	1,420,380	162,486	774,650	3,902,396	4,256,747
Net income/(expenditure) for the year	(£ 44,911)	£ 250,783	£ 77,071	£ 100,310	£ 163,426	£ 546,679	£ 137,810

This page does not form part of the audited accounts.

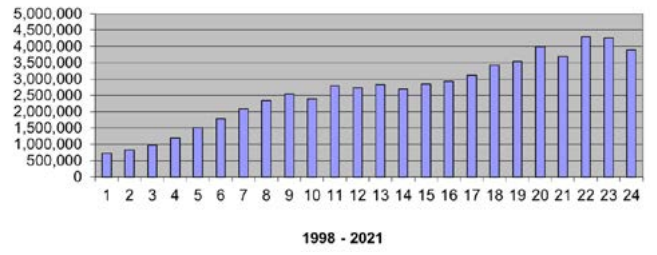
**Association for Public Service Excellence
Balance Sheet
as at 31 March 2021**

	Notes	2021 £	2020 £
Fixed assets			
Tangible assets	6	3,606	47,252
Current assets			
Debtors	7	1,066,685	918,568
Investments held as current assets		1,097,139	1,077,432
Cash at bank and in hand		1,137,973	475,374
		<u>3,301,797</u>	<u>2,471,374</u>
Creditors: amounts falling due within one year	8	(1,081,376)	(841,278)
Net current assets		<u>2,220,421</u>	<u>1,630,096</u>
Net assets		<u>2,224,027</u>	<u>1,677,348</u>
Reserves			
Profit and loss account		2,024,027	1,677,348
Designated funds		200,000	-
Funds of the Association		<u>2,224,027</u>	<u>1,677,348</u>

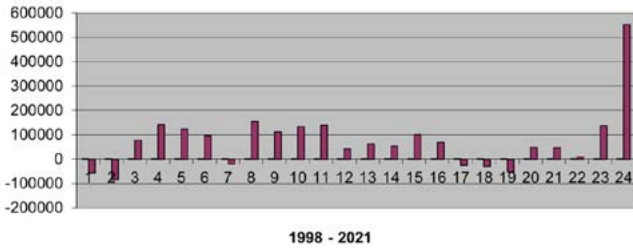
Turnover



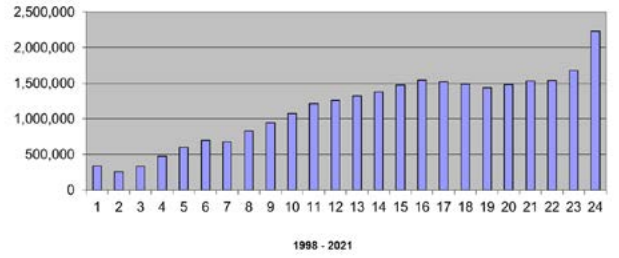
Expenditure



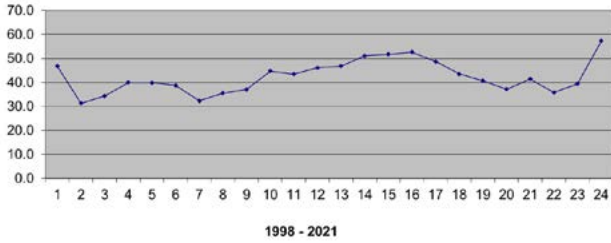
Surplus / (Deficit)



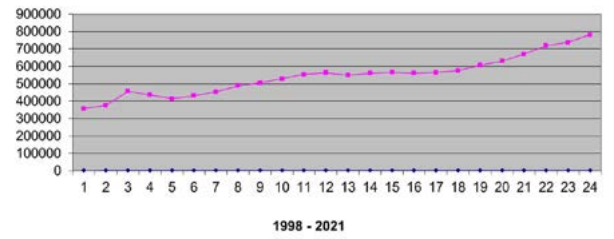
Reserves



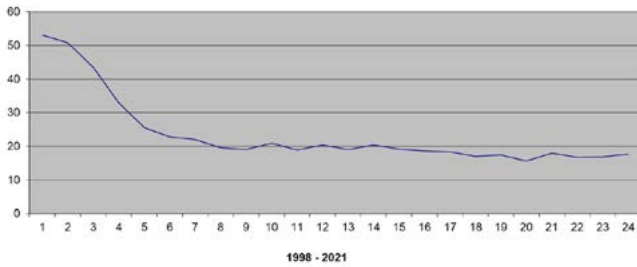
Reserves as % of expenditure



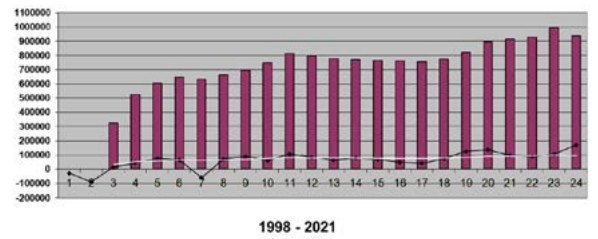
Subscriptions



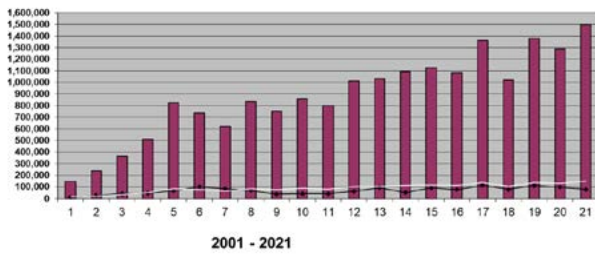
Subscriptions as % of turnover



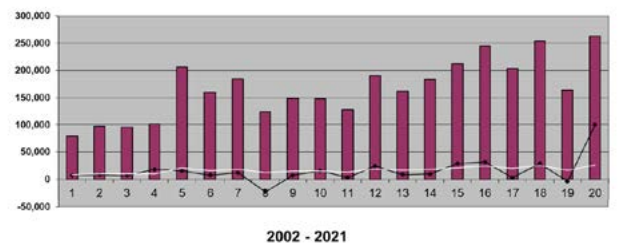
APSE performance networks



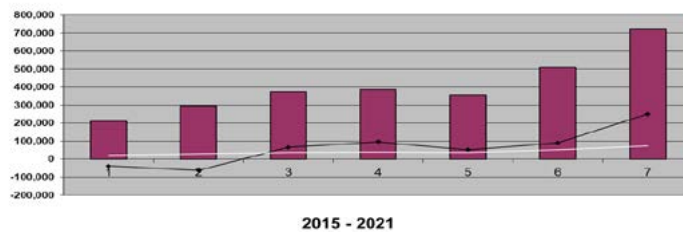
APSE solutions



APSE training



APSE energy



Due to restrictions during the financial year 2020/2021, APSE was unable to provide many of its membership events in the normal physical manner. APSE did provide a significant online replacement programme for many of its activities and events, as demonstrated throughout this report, to support its membership through an extremely difficult period. This did, however, impact significantly on APSE's accounts generating a large underspend on normal activities. APSE's National Council has agreed a strategy, through its membership retention fund, to ensure that the membership's loyalty over this period is rewarded, as APSE recovers its programme of activities and events in the coming months, through providing supported and subsidised events. APSE will continue to ensure that operating platforms that have been used successfully during the pandemic will continue to be utilised for member benefit moving forward.



Appendices

The background of the page is a faded, light green-tinted image. It depicts a professional setting where two individuals are shaking hands over a desk. The desk is covered with various business-related documents and charts. On the left, there are several bar charts and a pie chart. In the center, a hand is pointing at a document. On the right, another hand is holding a pen over a document. The overall scene suggests a business agreement or a collaborative work environment.



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Appendix 1: APSE members 2020/21

Approved Partners: 27

AMX Solutions Ltd., AssetWorks International, Bartec Auto ID Ltd., Big Change Apps Ltd., Cemetery Development Services, CMS Window Systems, Contenur UK Ltd., DAF Trucks Limited, Enevo, Estate Research, Finders International, Fraser & Fraser, Go Plant Fleet Services, GPSV, Hanson Asphalt and Contracting Services, Hatton Traffic Management, Hoopers, IQSS, J McCann & Co Ltd., Resomation Ltd., Sulo UK Ltd., Velocity UK Ltd., WAMITAB, Webaspx Limited, W J North, Yotta, Zoeller Waste Systems Limited

Associate Members: 11

GMB, Keep Britain Tidy, LGIU, NILGA, NIPSA, Northern Lighthouse Board, SIPS Education Ltd., UNISON, UNITE, Vision Redbridge Culture & Leisure, Wheatley Group

APSE Central: 37

Ashfield District Council, Birmingham City Council, Blaby District Council, Bolsover District Council, Broxtowe Borough Council, Chesterfield Borough Council, Corby Borough Council, Derby City Council, Derbyshire County Council, Dudley Metropolitan Borough Council, East Staffordshire 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, Redditch Borough Council, Rugby Borough Council, Sandwell Council, Shropshire Council, Solihull Metropolitan Borough Council, South Derbyshire District Council, South Staffordshire Council, Stafford Borough Council, Staffordshire Moorlands District Council, Stoke-on-Trent City Council, Telford & Wrekin Council, Walsall Metropolitan Borough Council, Warwick District Council, Wolverhampton City Council, Wyre Forest District Council

APSE Northern: 67

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, Chorley Borough 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 Kesteven District Council, North Lincolnshire Council, North Tyneside Council, North Yorkshire County Council, Preston City Council, Redcar & Cleveland Borough Council, Ribbles Valley 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 Holland District 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: 89

Ashford Borough Council, Babergh & Mid Suffolk District Councils, Basingstoke and Deane Borough Council, Bath & North East Somerset Council, Bedford Borough Council, Bournemouth, Christchurch and Poole Council, Bracknell Forest Council, Brent Council, Bristol City Council, Buckinghamshire 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, Colchester Borough Council, Cornwall Council, Cotswold District Council, Dacorum Borough Council, Dorset County Council, Dover District Council, Ealing Council, Eastleigh Borough Council, East Hertsfordshire District Council, Enfield Council, Exeter City Council, Guildford Borough Council, Hackney Council, Haringey Council, Harlow District Council, Harrow Council, Hart District Council (shared with Basingstoke and Deane Borough Council), Hertfordshire County Council, Huntingdonshire District Council, Ipswich Borough Council, Isle of Wight Council, Islington Council, Kent County Council, London Borough of Barking & Dagenham Council, London Borough of Havering Council, London Borough of Hounslow Council, London Borough of Lewisham, London Borough of Lambeth, London Borough of Newham, 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, Mid Sussex District Council, Milton Keynes Council, North Hertfordshire District Council, North Norfolk District 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, Spelthorne Borough Council, St Albans City & District Council, Stevenage Borough Council, Stroud District Council, Surrey Heath Borough 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, Winchester City Council, Wokingham Borough Council

APSE Wales: 16

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

Total: 294 members



APSE Service Awards 2020 hosted on Microsoft Teams

Appendix 2: APSE Performance Networks members 2020/21

APSE Central: 29

Ashfield District Council, Birmingham City Council, Bolsover District Council, Broxtowe Borough Council, Cannock Chase Council, Cherwell District Council, Chesterfield Borough Council, Corby Borough Council, Derby City Council, Derbyshire County Council, Dudley Metropolitan Borough Council, East Staffordshire Borough Council, Gedling 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, Nottingham City Council, Nottinghamshire County Council, Shropshire Council, South Staffordshire Council, Stafford Borough Council, Stoke-on-Trent City Council, Telford & Wrekin Council, Walsall Metropolitan Borough Council, Warwickshire County Council, Wolverhampton City Council

APSE Northern: 55

Barnsley Metropolitan Borough Council, Blackburn with Darwen Borough Council, Blackpool Council, Bolton Metropolitan Borough Council, Bradford Metropolitan District Council, Burnley Borough Council, Calderdale Metropolitan Borough Council, Cheshire East Council, Cheshire West and Chester Council, City of Lincoln Council, City of York Council, Copeland Borough Council, Cumbria County Council, Darlington Borough Council, Department of Infrastructure, 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, Leeds City Council, Liverpool City Council, Manchester City Council, Middlesbrough Council, North Lincolnshire Council, North Tyneside Metropolitan Borough Council, North Yorkshire County Council, Northumberland County Council, Preston City Council, Rochdale Metropolitan

Borough Council, Rotherham Metropolitan Borough Council, Scarborough Borough Council, Sefton Metropolitan Borough Council, Sheffield City Council, South Holland District 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: 11

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

APSE Scotland: 33

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, 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: 47

Bath & North East Somerset Council, Bournemouth Christchurch & Poole Council, Cambridge City Council, Camden London Borough, Chelmsford City Council, Colchester Borough District Council, Cornwall Council, Dorset 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, Kent County Council, London Borough of Barking & Dagenham, 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, Reading Borough Council, Royal Borough of Greenwich, Slough Borough Council, South Gloucestershire Council, South Hams District Council, Southwark London Borough, Stevenage Borough Council, Stroud District Council, Suffolk County Council, Tendring District Council, Thurrock Council, Vision Redbridge Culture & Leisure, Wiltshire Council, Wokingham Borough Council

APSE Wales: 16

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), 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: 191 members



Poster from Nottingham City Council thanking key workers in the COVID-19 pandemic

Appendix 3: APSE Energy Members 2020/21

Approved Partners: 7

AceOn, Beond Group, Boyd Brothers (Fauldhouse) Ltd., Gridserve, Kensa Contracting, RP Martin, YES Energy Solutions

Central: 17

Ashfield District Council, Blaby District Council, Chesterfield Borough Council, Corby Borough Council, Coventry City Council, Derby City Council, Derbyshire County Council, High Peak Borough Council, Hinckley & Bosworth Borough Council, Nottingham City Council, Nottinghamshire County Council, Sandwell Metropolitan Borough Council, Staffordshire Moorlands District Council, Telford & Wrekin Council, Warwick District Council, Warwickshire County Council, Wolverhampton City Council

Northern: 33

Barnsley Metropolitan Borough Council, Blackburn with Darwen Borough Council, Bradford Metropolitan District Council, Cheshire West and Chester Council, City of York Council, Darlington Borough Council, Doncaster Council, Durham County Council, East Riding of Yorkshire Council, Kirklees Council, Knowsley Metropolitan Borough Council, Lancaster City Council, Manchester City Council, Middlesbrough Borough Council, Newcastle City Council, North Kesteven District Council, North Yorkshire County Council, Preston City Council, Salford City Council, Scarborough Borough Council, Sefton Metropolitan Borough Council, Selby District Council, Sheffield City Council, South Lakeland District Council, South Tyneside Metropolitan Borough Council, St Helens Metropolitan Borough Council, Stockton-on-Tees Borough Council, Wakefield Metropolitan Council, Warrington Borough Council, West Lancashire Borough Council, Wigan Metropolitan Borough Council, Wirral Metropolitan Borough Council, Wyre Borough Council

Northern Ireland: 2

Derry City and Strabane District Council, Fermanagh and Omagh District Council

Scotland: 19

Aberdeen City Council, Angus Council, Clackmannanshire Council, Dumfries & Galloway Council, East Ayrshire Council, East Dunbartonshire Council, East Lothian Council, East Renfrewshire Council, Falkirk Council, Fife Council, Glasgow City Council, Highland Council, Midlothian Council, North Ayrshire Council, Orkney Islands Council, Renfrewshire Council, Shetland Islands Council, South Ayrshire Council, West Lothian Council

Southern: 40

Ashford Borough Council, Bath & North East Somerset Council, Basingstoke and Deane District Council, Bedford Borough Council, Bracknell Forest Borough Council, Bristol City Council, Buckinghamshire County Council, Cambridge City Council, Chelmsford City Council, Cheltenham Borough Council, Cherwell District & South Northamptonshire Council, Cornwall Council, Dacorum Borough Council, East Hertfordshire District Council, Essex County Council, Guildford Borough Council, Hammersmith & Fulham London Borough, Hertfordshire County Council, Isle of Wight Council, Islington London Borough, Kent County Council, London Borough of Enfield, London Borough of Hackney, London Borough of Havering, Luton Borough Council, Oxfordshire County Council, Public Power Solutions/Swindon Borough Council, Reading Borough Council, South Hams District & West Devon Borough Council, South Oxfordshire & Vale of White Horse Councils, Southampton City Council, Southend-on-Sea Borough Council, Spelthorne Borough Council, Stevenage Borough Council, Surrey Heath Borough Council, Tendring District Council, Watford Borough Council, West Berkshire Council, Winchester City Council, Wokingham Borough Council

Wales: 8

Cardiff City Council, Carmarthenshire County Council, Ceredigion County Council, Conwy County Borough Council, Flintshire County Council, Pembrokeshire County Council, Swansea City and County Council, Wrexham Council

Total: 119 members

Appendix 4: APSE National Council Members 2020/21

Current national chair: Cllr Mark Pengelly, North Northamptonshire Council

Current national secretary: Karen Bradford, South Kesteven Borough Council

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

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

National chair elect: Cllr Arwyn Woolcock, Neath Port Talbot County Borough Council

National secretary elect: Karen Armstrong, Flintshire County Council

APSE Central

Chair: Cllr Mark Pengelly, North Northamptonshire Council

Secretary: Dela Moreland, Kettering Borough Council

Deputy 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 Wales

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

Secretary: Karen Armstrong, Flintshire County Council

Vice Chair: Cllr Andrew Dunbobbin, Flintshire County Council

Additional Members:

Matt Wakelam, Cardiff City Council

APSE Northern Ireland

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

Secretary: Ellen Cavanagh, Derry City and Strabane District Council

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

Additional Members:

Cllr Stephen McCann, Fermanagh and Omagh District Council

Cllr Martin Reilly, Derry City and Strabane District Council

Cllr Allan Rainey, Fermanagh and Omagh District Council

APSE Southern

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

Secretary: Colin Rowland, Isle of Wight Council

Vice Chair: Cllr Jacqueline Burnett, Luton Borough Council

Additional Members:

James Collingridge, Peterborough City Council

Owen Jenkins, Oxfordshire County Council

Jo Gardner Smith, Oxford Direct Services

Paul Naylor, Eastleigh Borough Council

APSE Scotland

Chair: Cllr Les Sharp, Clackmannanshire Council

Secretary: Russell McCutcheon, North Ayrshire Council

Vice Chair: Cllr Archie Dryburgh, Dumfries & Galloway Council

Additional Members

Cllr Judy Hamilton, Fife Council

Cllr Frank Anderson, West Lothian Council

Cllr Paul O'Kane, East Renfrewshire Council

APSE Northern

Chair: Cllr. John Kerr-Brown Warrington Council

Secretary: Anita Brown, Stockton-on-Tees Council

Deputy Chair: Cllr. Julie Simpson, Gateshead Council

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

Additional Members

Adrian Phillips, Preston City Council

Glynn Humphries, Wakefield District Council

Associate Members

Mags Lightbody, NI Housing Executive

James Lazou, Unite the Union

Brian Campfield, NIPSA

Jon Richards, UNISON

Rehana Azam, GMB

Alan Waters, LGIU

Meetings Held

National Council

18 June 2020, Microsoft Teams

11 December 2020, Microsoft Teams

Policy, Performance and Scrutiny Sub-Committee

22 April 2020, Microsoft Teams

21 August 2020, Microsoft Teams

06 November 2020, Microsoft Teams

12 March 2021, Microsoft Teams

Appendix 5: APSE advisory group and strategic forum chairs 2020/21

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

Highways and street lighting

Chair: Cllr Frank Anderson, West Lothian 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

Sports and leisure management

Chair: Cllr Paul Gittings, Reading Borough Council

Transport and vehicle maintenance

Chair: Cllr Steve Pearce, Bristol City Council

Waste management, refuse collection and street cleansing

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

Strategic forums

Citizen engagement and participation

Chair: Cllr John Kerr Brown, Warrington Borough Council

Commercialisation and finance professional practice group

Chair: Cllr Owen Bierley, 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 Jacqui Burnett, Luton Borough 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 Alan McDowell, Ards and North Down District Council

Service transformation

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

Appendix 6: Training, seminars, meetings and promotional activity 2020/21

In-house Training

Carbon Literacy for Local Authorities

- 13.07.20 – West Lindsey District Council
- 22.07.20 – Wirral Metropolitan Borough Council
- 13.08.20 – West London Waste
- 22.09.20 – West Sussex County Council
- 07.10.20 – Guildford Borough Council
- 22.10.20 – Wirral Metropolitan Borough Council
- 05.11.20 – Wirral Metropolitan Borough Council
- 18.11.20 – Wirral Metropolitan Borough Council
- 26.11.20 – Warrington Metropolitan Borough Council
- 02.12.20 – Dacorum Borough Council
- 08.12.20 – South Lakeland District Council
- 09.12.20 – Wirral Metropolitan Borough Council
- 17.12.20 – Dacorum Borough Council
- 11.01.21 – South Lakeland District Council
- 19.01.21 – South Lakeland District Council
- 27.01.21 – Wirral Metropolitan Borough Council
- 02.02.21 – South Lakeland District Council
- 03.02.21 – Denbighshire County Council
- 08.02.21 – Denbighshire County Council
- 22.02.21 – Denbighshire County Council
- 24.02.21 – Denbighshire County Council
- 02.03.21 – Denbighshire County Council
- 02.03.21 – Sandwell Metropolitan Borough Council
- 08.03.21 – Denbighshire County Council
- 10.03.21 – Denbighshire County Council
- 11.03.21 – Richmondshire District Council
- 16.03.21 – Richmondshire District Council
- 17.03.21 – Denbighshire County Council
- 24.03.21 – Denbighshire County Council
- 25.03.21 – Denbighshire County Council
- 29.03.21 – Denbighshire County Council
- 30.03.21 – Denbighshire County Council

Climate Literacy In-a-Box

- 01.02.21 – Hertfordshire County Council
- 05.02.21 – Hertfordshire County Council
- 11.02.21 – Hertfordshire County Council
- 05.03.21 – Hertfordshire County Council
- 15.03.21 – Hertfordshire County Council
- 16.03.21 – Hertfordshire County Council

Effective Time Management for Local Authorities

- 11.03.21 – Powys County Council

Improving Customer Service on the Frontline

- 11.03.21 – WS Recycling (Oxfordshire)

Introduction to Parks Management (CPD)

- 27.01.21 – Midland Parks Forum

Supervisory Skills for Team Leaders (CPD)

- 30.06.21 – Flintshire County Council/NEWydd Catering & Cleaning Ltd
- 21.07.21 – Flintshire County Council
- 16.02.21 – Derby City Council

Working with Volunteers and the Voluntary Sector

- 07.12.21 – Islington London Borough

In-house Masterclass

Advanced Parks: Strategic Finance (CPD)

- 03.02.21 – Midland Parks Forum

Leadership & Management Skills (CPD)

- 21.10.20 – South Hams District Council
- 04.11.20 – London Borough of Redbridge

Managing Programmes in Local Government

- 22.03.21 – Exeter City Council

Public Training Courses

Carbon Literacy for Local Authorities

- 28.04.20, 14.05.20, 27.05.20, 04.06.20, 17.06.20, 30.06.20, 16.07.20, 19.08.20, 08.10.20, 03.12.10, 14.01.21, 09.02.21, 23.03.21

Developing and Managing Service Level Agreements

- 30.07.20, 26.08.20, 27.11.20, 11.03.21

Effective Social Media for Local Government

- 16.02.20, 02.03.20, 18.03.20, 30.03.20

Effective Time Management

- 18.02.20

Introduction to Parks Management (CPD)

- 14.07.20, 11.08.20, 08.09.20, 15.12.20, 09.02.21, 09.03.21

Managing Allotments for Local Authorities

- 17.11.20, 18.01.21

Managing Lone Workers

- 25.09.20

Project Management in Local Government (CPD)

- 09.06.20, 24.06.20, 21.07.20, 18.08.20, 30.09.20, 30.10.20, 30.11.20, 29.01.20, 10.02.20, 26.02.20, 22.03.20

Supervisory Skills for Team Leaders (CPD)

- 28.07.20, 27.08.20, 28.10.20, 26.11.20, 19.01.21, 05.02.21, 04.03.21

The Bereavement Journey (with ICCM)

- 10.06.20, 11.08.20, 10.09.20, 11.02.21

Working with Volunteers and the Voluntary Sector

- 18.05.20, 05.08.20, 08.09.20

Public Masterclasses

Advanced Contract Management 2-Day (CPD)

14.01.21, 16.03.21

Advanced Parks: Strategic Finance (CPD)

15.09.20, 17.11.20, 16.03.21

Developing and Delivering a Commercial Strategy (CPD)

09.07.20, 05.08.20, 06.10.20, 14.01.21

Health and Safety on Highways and Verges (CPD)

21.07.20, 24.08.20, 24.09.20, 18.01.21, 18.03.21

Health and Safety in Waste and Environmental Services (with Pinsent Masons)

28.05.20, 23.09.20

Leadership & Management Skills (CPD)

25.08.20, 28.09.20, 20.10.20, 17.11.20, 03.03.21

Leading a Customer Focused Service Culture

01.12.20, 26.01.21

Legal and Practical Management of Cemeteries

24.08.20, 28.09.20

Managing Programmes in Local Government

15.09.20, 13.10.20, 11.11.20, 15.12.20, 25.02.21

Principles of Contract Management (CPD)

09.06.20, 23.07.20, 22.09.20, 27.10.20, 24.11.20, 22.01.21, 23.02.21

Role of Facilities Management (CPD)

04.08.20, 01.09.20, 22.10.20, 25.11.20

Train the Trainer 2-Day

02.02.21, 18.03.21

Service specific national seminars

July policy seminar

Loving the Local: The role of councils in our High Streets and Town Centres, 9 – 10 July 2020

Parks seminar

Reimagining the Future of Parks, 22 July 2020

Refuse, recycling and streetscene seminar

'Waste heroes' – the drive to deliver key services in the face of a pandemic, 24 July 2020

Catering, facilities management and building cleaning seminar

Resilience in school catering, cleaning and janitorial services, 28 July 2020

Cemeteries and crematoria seminar

Continuing to provide an empathetic service whilst managing the demands of a pandemic, 29 July 2020

Building maintenance seminar

Ensuring quality in future service delivery, 30 July 2020

Roads, highways and street lighting seminar

Sustainable Highways and Street Lighting, 31 July 2020

Sports and leisure management seminar

The Future of Leisure Post Lockdown, 6 August 2020

Climate and ecological emergency seminar

Building Back Better: Building Back Greener, 9 – 10 September 2020

Housing seminar

At a crossroads: Building foundations for healthy communities, 1 – 2 October 2020

Allotments seminar

'Lockdowns and leaks' – the growing importance of allotments, 7 October 2020

Insourcing services seminar

Policy into practice forum, 16 October 2020

Trees and woodlands seminar

"A culture is no better than its woods" – W.H. Auden, 21 October 2020

Highways, street lighting and winter maintenance seminar

28 – 29 October 2020

Sports and leisure management seminar

Survival of the fittest!, 5 November 2020

Building maintenance seminar

Changing times – New approaches: Addressing strategic and operational issues in the repairs and maintenance service, 6 November 2020

Transport seminar

Local authority fleet: Transport through the pandemic, 11 November 2020

Refuse, recycling and streetscene seminar

The World beyond COVID – The need for plans, innovation and engagement, 12 November 2020

Winter maintenance seminar

17 November 2020

Cemeteries and crematoria seminar

Caring and sharing – the changing roles and responsibilities of bereavement services managers, 19 November 2020

Performance networks seminar

Data: The building blocks to building back better, 30 November – 4 December 2020

Facilities, catering and cleaning management seminar

A fresh approach – Developing a service fit for the future, 28 January 2021

Roads, highways and street lighting seminar

A fresh approach – Developing a service fit for the future, 12 February 2021

Diversity, people and places seminar

Exploring how we can tackle inequality, improve diversity, combat racial disparities and fairness in a post-COVID economy, 25 February 2021

APSE energy summit

Big energy summit, 3 – 4 March 2021

March policy seminar

Drones and urban air mobility – The opportunities and risks for local authorities, 10 March 2021

Parks and greenspaces seminar

Offering a ray of hope – Recognising the value of our parks and greenspaces in these testing times, 11 March 2021

Regional seminars

Central

Reviewing, reviving and revitalising commercial strategies, 15 July 2020

The road to unitary and beyond, 11 August 2020

Building resilience and strengthening communities, 15 December 2020

Northern Ireland

Emerging from the Pandemic: Where to now for action on Climate Change in Northern Ireland?, 3 June 2020

Focusing on renewables, 10 December 2020

Scotland

Housing and building maintenance seminar: Building and maintaining sustainable housing for the future, 11 February 2021

Soft facilities management seminar: Climate Change: How can Soft Facilities Management services provide a key role in changing behaviour?, 2 March 2021

Southern

Sports and leisure seminar: Increasing physical activity and promoting participation in healthy living and wellbeing, 19 January 2021

Wales

The New Power of General Competence for Welsh Local Government, 17 March 2021

Appendix 7: Award Winners 2020/21

APSE Service Awards 2020/21

Award	Winner
Overall council of the year	East Riding of Yorkshire Council
Best Workforce initiative	Hartlepool Borough Council
Best Housing, Regeneration or New Build initiative	Wokingham Borough Council
Best Efficiency and Transformation initiative	London Network for Pest Solutions Ltd (Newham Council)
Best Health and Well-being initiative (inc. Social Care)	City of Wolverhampton Council
Best Public/Private Partnership Working initiative	Dudley Metropolitan Borough Council
Best Collaborative Working initiative (with other public sector or third sector)	Education Authority (NI)
Best Commercialisation and Entrepreneurship initiative	North Yorkshire County Council
Best Community and Neighbourhood initiative (inc. Community Safety)	Thurrock Council
Best Innovation or Demand Management initiative	Mid and East Antrim Borough Council
Best Climate Change initiative	Durham County Council
Best service team: Housing, Construction and Building service	Scarborough Borough Council
Best service team: Catering service	North Lanarkshire Council
Best service team: Facilities Management and Building Cleaning service	South Tyneside Council
Best service team: Highways, Winter Maintenance and Street Lighting service	Wigan Council
Best service team: Transport and Fleet Maintenance service	Nottingham City Council
Best service team: Waste Management and Recycling service	East Riding of Yorkshire Council
Best service team: Street Cleansing and Streetscene service (Public Realm)	Gedling Borough Council
Best service team: Parks, Grounds and Horticultural service	Nottingham City Council
Best service team: Cemetery and Crematorium service	West Lindsey District Council
Best service team: Sports, Leisure and Cultural service	Gateshead Council
Best service team: Environmental Health, Trading Standards and Regulatory service	Swansea Council

APSE Performance Networks Awards 2020/21

Service area	Best performer	Most improved performer
Building cleaning	South Lanarkshire Council	Tayside Contracts
Building maintenance	Wigan Metropolitan Borough Council	South Ayrshire Council
Catering	Gateshead Metropolitan Borough Council	Rotherham Metropolitan Borough Council
Cemeteries and crematoria	Knowsley Metropolitan Borough Council	Flintshire County Council
Parks, open spaces and horticultural services	Eastleigh Borough Council	Wakefield Metropolitan District Council
Refuse collection	Corby-Kettering Shared Service (Borough Council)	Huntingdonshire District Council
Roads, highways and winter maintenance	Milton Keynes Council	Renfrewshire Council
Sports and leisure facility management	North Lincolnshire Council <i>The Pods</i>	Gateshead Metropolitan Borough Council <i>Birtley Leisure Centre</i>
Street cleansing	Eastleigh Borough Council	Gateshead Metropolitan Borough Council
Street lighting	Wigan Metropolitan Borough Council	East Ayrshire Council
Transport	East Renfrewshire Council	Renfrewshire Council

Highways, Street Lighting and Winter Maintenance Innovation Awards

Award	Winner
Highways maintenance services	Wigan Metropolitan Borough Council
Street lighting	Via East Midlands Ltd. (Nottinghamshire County Council)
Winter maintenance and winter resilience services	Kent County Council

Appendix 8: Briefings and Research 2020/21

Briefings

- 20-26** Public Health England's new guidance to ensure funerals are conducted safely
- 20-27** COVID-19 Scottish guidance for social landlords
- 20-28** COVID-19 HSE Updates
- 20-29** COVID-19 NHS inform communications toolkit
- 20-30** Drivers Handbooks
- 20-31** 5G Opportunities for Local Authorities
- 20-32** COVID-19 Parks and Greenspace survey April 2020
- 20-33** COVID-19 and Commercial Income Losses
- 20-34** COVID-19 HSE guidance for landlords
- 20-35** Managing allergen requests
- 20-36** Cemeteries and Crematoria – State of the Market 2020
- 20-37** COVID-19 Local Government Finance New Announcements
- 20-38** COVID – 19 Remote meetings for local authorities
- 20-39** COVID-19 Parks and Greenspace survey April 2020
- 20-40** Application of the Building Regulations during the coronavirus (COVID-19)
- 20-41** – Building a safer future – proposals for reform of the building safety regulatory system
- 20-42** ALARM survey 2020
- 20-43** Staff Suggestion Schemes
- 20-44** COVID Non-Statutory Guidance on HWRCs
- 20-45** Chewing Gum
- 20-46** COVID-19 Guidance on working safely in offices and contact centres
- 20-47** COVID-19 New Guidance for Operators and those working in or from a Vehicle
- 20-48** COVID-19 Guidance on working safely in peoples homes
- 20-49** Second APSE Parks Resilience Survey May 2020
- 20-50** Sport England COVID-19 funding support for Local Authority Leisure
- 20-51** COVID-19 Cemetery and Crematoria Resilience Survey
- 20-52** COVID-19 Safer Public Places – Urban Centres and Green Spaces
- 20-53** Preparing for the wider opening of schools from 1 June – Planning guide for primary schools
- 20-54** COVID-19 Public convenience survey findings
- 20-55** Scotland's Route Map through and out of the crisis
- 20-56** Scottish Government – Just Transition Commission – Call For Evidence
- 20-57** Deposit Return Scheme latest reports
- 20-58** COVID-19 Keep Education Safe – Operational guidance for schools and settings
- 20-59** Nutritional Requirements for Food and Drink in Schools (Scotland) Regulations 2020
- 20-60** Lone Working Policy
- 20-61** Consultation on English Tree Strategy
- 20-62** Transport and Fleet Services Resale Fleet Values
- 20-63** COVID-19 New Funding Announcements and Income Losses
- 20-64** Chancellors Summer Statement
- 20-65** Re-opening of Pools, Gyms and Leisure Centres – challenges
- 20-66** Council mobile apps
- 20-67** Universal Infant Free School Meals (UIFSM) conditions of grant 2020 to 2021
- 20-68** Draft Building Safety Bill
- 20-69** Public Accounts Committee Report
- 20-70** Green Investments APSE Energy Briefing Note
- 20-71** Roadside Memorials
- 20-72** National Food Strategy – Part one
- 20-73** white paper planning for the future
- 20-74** Changes to the current planning system
- 20-75** Guidance – School Term Scottish Government Guidance
- 20-76** Environment Bill new targets 2020
- 20-77** Evaluating the importance of scale in proposals for local government reorganisation. A PWC report prepared for the County Councils Network
- 20-78** Proposed changes to Pre-Application consultation requirements in planning
- 20-79** Allotments State of the Market Survey 2020
- 20-80** Scottish Planning Policy and Housing: Technical Consultation on Proposed Policy Amendments
- 20-81** APSE Consultation Response on 'Proposed Right to Food (Scotland) Bill'
- 20-82** Wildflower strategies
- 20-83** 'The Right Bin in the Right Place' – WRAP Guidance to English Local Authorities and Business Improvement Districts (BIDs) on the design, number and location of public litter bins and other items of street furniture designed to capture litter
- 20-84** State of the Market 2020 – Refuse
- 20-85** Scotlands Road Safety Framework to 2030 Draft Public Consultation
- 20-86** Introducing market restrictions on single-use plastic items in Scotland
- 20-87** Testing sites and issues of waste disposal with flow chart

- 20-88** Serving up childrens health
- 20-89** A Charter for social housing residents
- 20-90** Providing school meals during the coronavirus (COVID-19) outbreak updated guidance
- 20-91** Spending Review 2020
- 20-93** Investigation into the free school meals voucher scheme
- 20-94** COVID-19 Survey Dec 2020 – Parks and Greenspaces
- 20-95** COVID-19 survey December 2020 – Cemeteries
- 20-96** The Sixth Carbon Budget – Local Authorities Report
- 20-97** COVID-19 and workforce resilience: Results and analysis of the APSE Survey
- 20-98** State of the Market in Parks
- 21-01** COVID Guidance Across the UK ('third lockdown')
- 21-02** – Providing school meals during the coronavirus (COVID-19) outbreak
- 21-03** Holiday activities and food literature review
- 21-04** State of the Market 2021 – Sports and Leisure Management
- 21-05** State of the Market – Transport
- 21-06** Golden Rules of Tree Planting
- 21-07** State of the Market 2021 – Local Authority Catering Services
- 21-08** Releasing doves and butterflies at funerals and other events
- 21-09** The Waste Management Plan for England – January 2021
- 21-10** State of the Market – Street Cleansing and Streetscene Services 2021
- 21-11** Local Government and Elections (Wales) Act 2021
- 21-12** State of the Market – Cleaning Services 2021
- 21-14** Launch of the Get Help Buying for Schools Service Government consultation
- 21-15** A summary of WRAP's report 'Our Plan for a Sustainable Planet' a blueprint for a waste-free world by 2025
- 21-16** State of the Market Survey 2020: Local Authority Street Lighting Services
- 21-17** Scottish Government Consultation on Heat in buildings strategy – achieving net zero emissions
- 21-18** Scottish Government Consultation on Scottish skills requirements for energy efficiency, zero emissions and low carbon heating systems, microgeneration and heat networks for homes
- 21-19** Healthy Eating in Schools: A guide to implementing the Nutritional Requirements for Food and Drink in Schools (Scotland) Regulations 2020
- 21-20** Results of the APSE Survey – Parks and Greenspaces State of the Market 2021
- 21-21** The Sixth Carbon Budget – Buildings Report – April 2021

21-22 Milk and Healthy Snack Scheme (Scotland) Regulations 2021

21-23 Low Carbon Infrastructure Transition Programme (LCITP): call for evidence – March 2021

Research

So you've declared a climate emergency: what next?, May 2020

Spending on parks and neighbourhood services in Scotland, June 2020

At a crossroads: Building foundations for healthy communities, August 2020

The public trust councils more than Government in COVID Response, December 2020

Climate Emergency Public Engagement Survey, January 2021

The impact of COVID-19 on performance management in UK local government, February 2021

Planning for our Future: Embedding energy and climate change into local plan policies, February 2021

Remobilisation reports:

Sports and Leisure Services, July 2020

Waste, Refuse and Street Cleaning, June 2020

Highways, June 2020

Transport and Fleet, June 2020

Cemeteries and Crematoria, June 2020

Parks, May 2020

Building Maintenance, May 2020

Soft FM, May 2020

Appendix 9: APSE solutions client list and APSE partners 2020/21

Associates

Andy Vaughan, Andrew Uprichard, Andy Kelly, Bernard Sheridan, Rob Gamble (Bright Mgt Associates), Chris Frake, Dave Henrys, Eddie Hart (ARH Accountancy), Fleetsave, Adnan Khan, Colin McInnes, Matthew Lee, Roger Denton, Steve Sumner, John Byford, John Bedwell, Mark Allen, Richard Hayes, Lee Snashfold, Ian Jones, Rob Bellamy, Nigel Rowe, Sam Grant, Mike Walker, Steve Robinson, Michael Day, Peter Linsell, John Marsh, Pete Johnson, Tracey Blackwell, Peter Connell, CM Training, Andy Cadman, Mel Henley, Matthew Heath, Richard Kirk, Cathy Aubertin, Peter Appleton, Mark Smith, Rob Dawson

Clients

Ashfield District Council, Barrow in Furness Borough Council, Sevenoaks District Council, Tewkesbury Borough Council, Thurrock Council, South Derbyshire District Council, Exeter City Council, Kingsmead, Doncaster Metropolitan Borough Council, Reading Borough Council, Southwark London Borough, Derby City Council, West Lancashire Borough Council, Boston Borough Council, East Lindsey District Council, London Borough of Richmond upon Thames, Leicester City Council, Barnsley Metropolitan Borough Council, Shropshire Council, Colchester Borough District Council, Wakefield Metropolitan District Council, Stirling Council, Newcastle Under Lyme Borough Council, Bedford Borough Council, Sefton Metropolitan Borough Council, Causeway Coast and Glens Borough Council, Cornwall Council, Fife Council, Southwark London Borough, Redcar and Cleveland Borough Council, Brent London Borough, Dacorum Metropolitan Borough Council, Bucks (Aylesbury Vale), Wirral Metropolitan Borough Council, Babergh & Mid Suffolk District Council, Fermanagh & Omagh District Council, Southend On Sea Council

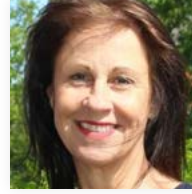


Cardiff Council's parks service

Appendix 10: Staff and Resources



Cllr Mark Pengelly, APSE National Chair 2019 – 21



Karen Bradford, APSE National Secretary 2019 – 21



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.



Fiona Sutton-Wilson

Fiona is the Head of APSE Training and has responsibility for the learning, skills and development arm of the Association.



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.



Wai Lee

Wai is the Finance and Management Information Team Leader.



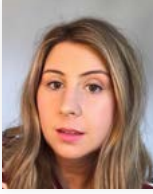
Mike Egerton

Mike is the Marketing and Coordination Officer.



Andy Derbyshire

Andy is a Performance Networks Officer.



Jennifer Stanley

Jenny is a Performance Networks Officer.



Cheryl Walker

Cheryl is a Performance Networks Officer.



Alistair Holcroft

Alistair is a Performance Networks Officer.



Ryan McNally

Ryan is the IT and Research Officer.



Rebecca Monaghan

Rebecca is a 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 a Client Coordination Officer with APSE Solutions.



Caitlyn King

Caitlyn is an Administration Assistant.



Nathan Horrocks

Nathan is an Administration Assistant.



Maria Kenny

Maria is an Administration Assistant.



Louise Midwood

Louise is the Finance and Administration Assistant.

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