

The **BIG** Picture



95.8%

Customer satisfaction rating



7141

Delegates at APSE events or training courses



31

Seminars



378

Network query reports



58

APSE briefings



15

APSE publications

2022-2023

Preface



Alderman Beth Adger, MBE, APSE National Chair 2023

I was delighted to take on the role of APSE National Chair albeit for a shorter term of office, having taken over from my dear friend and colleague, Alderman Tommy Nicholl, MBE. It would be remiss of me not to pay tribute to Alderman Nicholl, who led APSE as National Chair from September 2022 until he stood down as an elected member in May 2023. Alderman Nicholl's leadership and guidance is clearly appreciated by all within the APSE family. I am sure you will all join me in thanking him for his many years of service to both APSE and Local Government in Northern Ireland.

I have of course sought to honour the commitments set out by Alderman Nicholl at the Annual General Meeting in 2022. The priorities set out at the AGM restated APSE's commitment to its research programme, supporting our member local councils, and underpinning the research programme, with support for democratically accountable and locally led public services. This has included our commitments to support research on housing and neighbourhoods, environmental issues, including local environmental improvements and services, tackling inequality, skills and workforce issues, alongside local government finance.

I have also supported a key pledge made at the AGM which is to ensure that all APSE services are sustainable in the future, including our core membership services, and our suite of non-profit ethical services to members. This has been honoured by providing new resources to under-pin APSE's key services. In addition to this I have ensured that all APSE services have been able to support our member councils in the development of service innovations, both to improve local services and to maximise value for local communities, as our member councils continue to face a squeeze on resources. In addition to these themes the majority of APSE member councils have declared a climate or ecological emergency. This raises a number of questions. How do we, as APSE, best support them in their endeavours? How do we share best

practice, and challenge UK Administrations to take cognisance of their views in transitioning to a greener economy and greener local services? Such questions now guide APSE's networks, events and research as a 'green thread' throughout.

The APSE Annual Seminar, Annual General Meeting and Service Awards were, of course, somewhat overshadowed by the death of Her Majesty Queen Elizabeth II. APSE National Council took a collective decision to go ahead with our programme, as a tribute to Her Majesty, in honour of her own public service. Alderman Nicholl paid his own heartfelt thanks to Her Majesty, at the opening of the Annual Service Awards. Throughout the events opportunities were provided for APSE delegates to mark Her Majesty's passing. Cllr Archie Dryburgh, MBE, APSE Scotland Chair, who served with the 1st Battalion, Gordon Highlanders, which amalgamated with The Queens' Own Highlanders in 1994, paid a moving tribute to Her Majesty at the Opening of the Annual General Meeting.

During my term of office, I have sought to deliver on the pledges made, and I have been ably supported by my colleagues on APSE's National Council, to whom I wish to pay tribute. Not only have my National Council colleagues welcomed and supported me, each and everyone of them has become a dear friend. I am enormously grateful for their support and encouragement. I also want to thank Ellen Cavanagh who has served as APSE's National Secretary throughout 2022-2023. Ellen's knowledge of APSE and of local government has been a source of great guidance. I also wish to thank our now retired former Chief Executive Paul O'Brien, for his support, and our current Chief Executive, Mo Baines, alongside her secretariat colleagues, who form the backbone of APSE's services to members.

Alderman Beth Adger, MBE, APSE National Chair 2023

Foreword



Mo Baines
APSE Chief Executive

Well, that was the year that was! During 2022-2023 the UK faced almost unprecedented political turmoil with three Prime Ministers, namely Boris Johnson, Liz Truss, who now holds the unequivocal record of the shortest term of office of a UK Prime Minister, at just 49 days, and The Rt Hon Rishi Sunak, as the current Prime Minister. The UK also witnessed no less than four Chancellors with Rishi Sunak, serving as Boris Johnson's Chancellor, followed by Nadhim Zahawi, Kwasi Kwarteng, who served for just 38 days, making him the second-shortest-serving holder of the office, followed by the current incumbent, The Rt Hon Jeremy Hunt. There have also been four changes to the Secretary of State for Levelling Up, Housing and Communities, with The Rt Hon Michael Gove holding the position twice; now as the current incumbent. Within Scotland 2023 brought further changes with the surprise resignation of First Minister, Nicola Sturgeon, and within Northern Ireland, the Assembly remains suspended, as has been the case, since February 2022. Wales, retaining First Minister of Wales has, by contrast, undergone relatively little political change amongst its leaders, with Mark Drakeford continuing as First Minister.

The political landscape of course impacts on APSE member councils. Decisions taken elsewhere are often played out a local level. With uncertainty of funding regimes, policy direction and constant changes threatening the stability of local government programmes. The economic turbulence following the mini-budget of 23 September 2022 created a period of grave uncertainty with the prospect of more drastic measures to bring public finances back under control.

So too we have witnessed global geo-political events which have impacted on fuel and energy prices and inflation. The Russian invasion of Ukraine in early 2022 has propelled and exacerbated underlying energy and fuel price trends, impacting across all council services, but perhaps most acutely felt on fuel prices in transport reliant services and in energy terms in leisure services. Food inflation, exacerbated by supply-side issues, and European weather events, have placed increased pressure on education catering services.

It is precisely in these times of uncertainty that APSE has sought to support our member councils across all UK administrations. Through our networks and events, we have brought together key stakeholders to debate, challenge and understand imminent policy conundrums. We have been unafraid to call out public policy announcements which adversely impact on our member councils and the communities they serve. We have proudly campaigned for the value of in-house democratically accountable public services, where this delivers best value, and we have campaigned for fair funding for local councils, and an end to competitive bidding pots.

Such work could not be achieved without a stable secretariat and, during the last financial quarter of 2022-2023, a new establishment was agreed to underpin APSE's core services, to de-risk the structures and to bring about much needed investment in APSE's staffing core. The Business Plan for 2020-2023 closed having achieved, and exceeded its overall targets for growth.

On the 31 March 2023, following my own appointment on the 1 January 2023 as APSE Chief Executive, APSE saw the retirement of our long-serving Chief Executive, Paul O'Brien. Tributes from APSE members across all services and councils have poured in for Paul thanking him for his service and friendship. Paul leaves APSE with a strong set of core services, healthy finances and significant reserves, which provide a stable bedrock on which I, alongside APSE's Heads of Service, intend to deliver the 2023-2026 Business Plan. The new Business Plan was agreed by APSE's Full Association in January 2023. The APSE secretariat staff team, many of whom worked with Paul for very many years, wish him good health and happiness in his well-deserved retirement.

As we close the APSE year, we also celebrate APSE retaining full accreditations, including Investors in People (IIP) Gold status, alongside ISO 9001, ISO14001 and ISO27001. We are also delighted to have successfully achieved a new accreditation, Investors in People, Health and Wellbeing Award, silver status. As a good employer we are now aiming for Gold in this new accreditation. APSE remains accredited as a Real living Wage employer. The new APSE Environmental Social and Governance (ESG) framework is also in place, and as we work to review all of APSE's organisational activity through this prism, we strive to ensure that our organisational actions and behaviours, reflect those of our member local councils. The new ESG framework is downloadable from the APSE website.

Finally, I would like to place on record my thanks to APSE National Council in entrusting to me the role of Chief Executive. I am honoured and feel very privileged to lead a value-based organisation, with the support of our member councils across local government, and across the political spectrum. Indeed, it is our valued-based consensus led by National Council that makes us unique in local government. I am also grateful for the support and warm welcome of APSE's staff team. They are an amazing and talented group of people from whom I learn something every day-not least about myself!

I commend this annual report to APSE's membership and thank you all for your continued loyalty to APSE and our values.

Mo Baines, Chief Executive, APSE



SWANSEA
ARENA
ABERTAWE



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Section 1

The Year in Profile



"An enjoyable seminar with many thought provoking topics and a good opportunity to network with fellow public sector officers."

Annual Seminar 2022, Gedling Borough Council

"I thoroughly enjoyed the course and came away feeling more informed and inspired."

Carbon Literacy for Local Authorities, Sandwell Council

"APSE Energy is an extremely well run, efficient, effective and skilled organisation and hugely beneficial to Local Authorities."

Hartlepool Borough Council

"The performance indicator standing reports are an essential tool for measuring performance and benchmarking. The results are discussed at management team meetings, focusing on existing strengths and setting targets for improvement."

East Riding of Yorkshire Council

"APSE Solutions assisted us in finding two consultants to complete an independent health and safety audit for our council. We were happy that the consultants sourced had all the qualifications and experience needed to fulfil our specification. I have been incredibly impressed with the attentiveness and fantastic customer service of APSE employees. With their assistance, understanding, and professional demeanour, the entire process felt very seamless."

Islington Council

The Year in Profile

Local Government Finance

For our member local councils, 2022–2023 proved to be yet another turbulent year for local government. The ‘cost of living’ crisis was matched by a ‘cost of providing’ crisis with the economic landscape hitting frontline service costs. APSE member councils faced a double whammy; supporting their communities with unprecedented cost increases in food, fuel, energy and housing costs, including both rent and mortgages, alongside delivering services that were also hit by those same energy and fuel costs. Add into the mix an unaccounted-for local government pay settlement, albeit essential and morally right to do, and an extra day of leave, and many traded services have certainly felt the pinch, particularly in areas like education catering, that have also been hit by food cost inflation.

At the heart of local government is the stark fact that we have a fault-line running through both the way we fund local councils and the amount we fund them by. Where S.114 notices were once an unusual occurrence it is now daily news. This should be a wake-up call. Local government finance is not in need of a sticking plaster; it is need of radical surgery.

The revised budget of Jeremy Hunt suggested a better budget settlement for 2023–2024. Sector calls for increased funding cited the socio-economic conditions of 2022–2023, with not only the funding pressures but demand side increases particularly in Adult and Childrens’ services. Pressures on care services inevitably draw funds away from other local government services, especially at the neighbourhood level. Mr Hunt met these calls with a 9.2 per cent increase in local government core spending power. However, this assumed that council tax increases would be maximised, shifting the burden to local taxation, and failed to account for the rampant inflation that has become synonymous with 2022–2023.

A call for a £13 billion injection in adult care to cover immediate pressures and to tackle prevention and escalation of need, has not been met, albeit some additional funding pots have been made available. However, the rise in looked after children continues with a 24% increase in the decade to 2020–2021, made worse by the pandemic and continuing.

The overall settlements from Westminster, of course, impact across all UK Administrations, with Wales, Scotland and Northern Ireland councils reporting similar funding pressures on frontline services. Set against an historic fiscal drag, creating a long-term depletion of financial resilience in local councils, the impact of austerity continues, most especially in neighbourhood level services. APSE continued across the year to support its members with financial briefings, roundtables and advocacy work, including a public opinion poll that suggests overwhelming public support for protecting the funding of frontline neighbourhood services (Survation December 2022).

Climate change and ecological actions

Whilst local government finance continues to dominate the landscape across the UK, so too does climate change and the ecological emergency. The vast majority of APSE member councils have declared either a climate change and ecological emergency or pledged, in other ways, to commit to decarbonisation and environmental targets. Whilst the different UK government administrations have variable targets essentially APSE’s policy position is the same. Decarbonisation, and greening local services and local areas, will not be achieved without local councils being at the heart of change.

In response to these issues, APSE has continued to support its members through developing climate change and ecological themes through all its services to members. In terms of advocacy work, this has continued in response to government initiatives from a frontline services perspective.

APSE continued throughout the year to campaign for effective recognition of the role of local councils in climate change and ecological outcomes. Citing opportunities for local authority environmental directorates within the waste and resources strategies of UK governments; championing investment in leisure services, particularly given the carbon footprint significance of swim facilities in districts, alongside the coordination of infrastructure investment and regeneration to support carbon reductions. Transport and fleet services remain at the heart of removing reliance on fossil fuels in frontline services delivered by councils, however green fleet transition is hampered by costs, suitable connections into depots for EV fleet, and a lack of hydrogen infrastructure. Our work can be evidenced in several research briefings and papers including ‘The Deposit Return Scheme: Lessons from Scotland and implications for the rest of the UK’, and ‘Use of EV fleet and alternative fuels in refuse collection vehicles’.

APSE survey work suggests that local councils face an upcoming crisis in green skills. APSE’s workforce surveys consistently suggest that the sector as a whole needs to step up recruitment, retention and reskilling of the local government workforce, to meet the needs of greener local services.

Social Justice and Levelling Up

The fanfare of the 'Levelling Up White Paper' in February 2022, and the subsequent draft Bill, left many in local government slightly bemused. Whilst clearly few could, or indeed would, argue with the principles of making society more socially just and equal, many have been quick to point out that the funding to deliver on levelling up, was once again predicated by bidding rounds and short-term funding pots. APSE was amongst the first in the sector to criticise this approach, arguing that, alongside levelling up, a strategy of fair finance, and needs-based approaches, was critical to resolving the endemic pockets of poverty, worklessness and ill-health.

The cost-of-living crisis has further exposed the precarious nature of not just those categorised as 'vulnerable' but, in fact, amongst working families too; the impact of this on many services is acute. School meals, which APSE argues is part of the lexicon of welfare services, is still too often seen as a 'traded service' without subsidy. However, demand for school meals and the value of free school meals has once again been brought to the fore of public debate with food price inflation at over 16%.

APSE has also sought to apply the lessons of levelling up and social justice to frontline service delivery issues. One such area has been the analysis of access to parks and open spaces in the most disadvantaged areas, which are also plagued by ill-health. Assessment of spend on parks and greenspace, and the funds available for parks and greenspace improvements, have been the subject of briefing papers, advisory groups and seminars.

Within sports and leisure services, alongside the financial difficulties left by austerity and the pandemic, APSE with colleagues across the sports and leisure sector, has advocated for access to public facilities to be protected and enhanced. If we are to achieve levelling-up and address the stark health inequalities within communities, local affordable provision must be assured.

Insourcing, Service Delivery and Procurement

The long-awaited post Brexit Procurement Bill is now at the final stages in its Parliamentary Journey. APSE was disappointed to see that Social Value was not on the face of the Bill and is therefore downgraded to a matter of guidance. However, APSE has been relentless in campaigning for a more holistic way to maximise bang for the public buck.

APSE's Commercialisation Network continues to explore innovation in service delivery, looking at where and in what form local councils can bring something to the local economy and generate new income into local services at the same time. Many authorities have benefited from the wisdom and 'critical friend' approach delivered by APSE Solutions, in exploring service transformation approaches that make the most of limited resources whilst seeking to expand available resources.

Insourcing has once again remained a buoyant area of activity with APSE providing online Teams advice to councils thinking about insourcing. The delivery of major projects and, most recently, supporting insourcing policy development with the Welsh Assembly Government, as well as working with trade union colleagues in assessing approaches to insourcing and TUPE matters, has also been a feature of the past years' work of APSE. APSE Training has also helped to deliver bespoke training modules in the field.

There remains a continuous growth of contracts returning to an in-house delivery model with APSE supporting its member councils to achieve this. One aspect of insourcing that is often feared is workforce costs. However, APSE member councils have been bold in this area. Post-pandemic with an increasing number of people who are no longer actively seeking work as a matter of choice, insourcing has been a means of supporting a 'grow your own' approach, allowing multi-skilling and career pathways between traditional service boundaries. Moreover, in terms of social justice outcomes, a growing number of APSE member councils have committed not just to the real living wage, but are committed to the concepts of good work, with training and development which supports not just council services, but skills development in the wider local economy.

Across Frontline Services

APSE's USP is frontline services delivered at a neighbourhood level. Whilst the past year remained focussed on core activity, this will be further developed and enhanced in the coming year. For environmental directorates, the multiple challenges of the waste and resources approaches across England, Wales, Scotland, and Northern Ireland are inherently linked to climate objectives. This has led to a plethora of initiatives such as proposals for Deposit Return Schemes, Extended Producer Responsibility regulations, consistent collections in waste and recycling, litter strategies and, of course, a new office for

environmental protection. The volume of initiatives and differences in scheme designs across the UK Administrations has generated demand for briefings, research and support amongst the APSE membership, met by research papers on these areas, bespoke events in-person and online, and coordinated responses to governments.

The value of parks, greenspace and public realm has not diminished but increasingly APSE members have recognised that these services are not just about a nice walk and an ice cream! The potential for parks to be hubs for physical and mental well-being, floodable public spaces for climate resilience, and areas of protection against extremes of heat, have been the focus of press articles, research papers and seminars. So too the value of increasing biodiversity through biodiversity net gain, which became the subject of a popular APSE training course. Trees and woodland management is also integrated into this service sector and again APSE has been at the cutting edge of developing information and knowledge sharing on the types of trees, volumes and locations that should be considered when member councils want to increase their tree coverage.

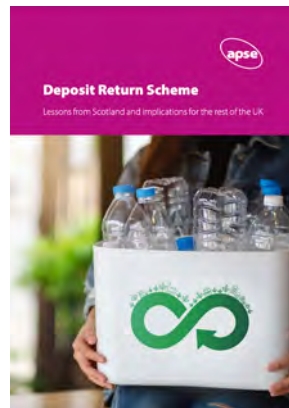
Within highways and street lighting the past year has reignited connections with industry partners in exploring ways in which the sector can meet the challenges of a declining national highways asset, as well as tackling the costs of energy, which, in spite of a shift to LED lighting, has been offset by increased utility and standing charges from energy companies. Highways services have also been at the fore of funding for active travel, but APSE has challenged the lack of connected policy given the interface with both climate outcomes and health outcomes. APSE was uniquely placed by its specialisms in highways, leisure, and wellbeing issues to make sense of the public policy conundrum to its membership. Similarly, within sports and leisure, APSE has worked with industry partners, to explore service resilience through not only the prism of finance, both capital and revenue for the sector, but also the urgent and pressing need for decarbonisation of ageing leisure facilities.

The soft facilities management sector within local government continues to be driven by precarious contract arrangements. The fragmentation of the schools' estate and education provision continues to be driven by market-based models. APSE has contended that this is often both an inefficient model and fails to join up public policy outcomes, such as fair wages for the predominantly part-time women workforce, who are most often subject to outsourcing, but also in addressing educational outcomes and fairness, particularly in accessing nutritious school food. The situation is more acute in English councils but service-based jobs in FM remain under continual cost pressures.

Housing and building maintenance services in Scotland and Wales are now very clearly differentiated by service delivery models. Within English local government, in spite of the insourcing of many ALMOs (Arms-Length Management Organisations) many building maintenance contracts remain outside of the local council. APSE has posited that this leaves a sizeable gap in construction apprenticeships needed for local economic growth, which are not being met by private sector construction routes. This is in stark contrast to local councils in Scotland which have a sizeable input into both direct building maintenance arrangements as well as apprenticeship programmes. Within Wales, in areas like Swansea, the local authority is leading the way in the development of new social housing, that is future proofed on climate change and energy costs and supplies, by innovative design, build and maintenance projects. APSE remains committed to its call to place council housing at the heart of delivering the stated intentions of the Westminster Government to deliver 300,000 new homes. APSE advocates at least 140,000 of those new homes need to be homes for social rent.

Whilst APSE's core work is on frontline services delivered at a neighbourhood level it would be obtuse to not reflect on social care issues. The growth in numbers of looked after children, adults in need of home or residential care, many with complex needs, cannot be ignored. These issues impact disproportionately on other frontline services on many levels. First of all, the finances of those councils with social care responsibility are skewed by the care cost pressures. Austerity and the gaps in care funding have now left all other services behind the curve. APSE member councils often report a lack of resilience as a result. In addition, the current models of delivering care, through not just market models, but often fragmented market models such as spot-purchase contracts, are geared to growth outcomes for providers and away from prevention. During the past year, APSE has argued that to address the longer-term solutions needed in social care, all council services, should have a service development plan to meet the needs of older people and children in their locality. This could be as simple as meeting needs for assisted bin collections, or at a different level, sensory areas in parks to meet the needs of children with a disability. However, until local councils are able to re-build capacity in social care, to recast the focus on to prevention and a whole-council approach, the funding pressures in social care will continue to create unequal misery across other council services. In this Annual Report we commend the work of APSE Solutions with the Welsh Government in making this case.

APSE Publications 2022-2023



An aerial photograph of the United Kingdom, with a red outline highlighting the APSE (Avalanche Protection Scheme) region. The red outline covers the majority of the landmass, including the Scottish Highlands, the English Midlands, and the South West. The text is overlaid on the map.

Section 2

A Focus on APSE near you

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**Member Councils
Scotland**

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**Northern Region
Member Councils**

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**Member Councils
Northern Ireland**

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**Member Councils
Wales**

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**Central Region
Member Councils**

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**Southern Region
Member Councils**



APSE Wales

Whilst COVID restrictions were lifted, the move to home working in Wales meant that advisory groups were held online for the duration of 2022-2023. Cllr Andrea Lewis, Deputy Leader of Swansea Council, took over from Councillor Arwyn Woolcock of Neath Port Talbot County Borough Council who retired from the council at the election in May. Chris Cutforth from Swansea Council remained as National Secretary and Cllr Mark Wilson from Vale of Glamorgan Council became the Deputy Chair. Matt Wakelam, Assistant Director of Street Scene, Cardiff City Council completed the APSE Wales officer team.

2022 was Wales' turn to host the APSE Annual Seminar which took place at the Swansea Arena during September and was attended by over 350 councillors and officers from across the UK.

The year included advisory group meetings on renewables and climate change; facilities management; and catering and cleaning with some disruption and changes due to the all out Council elections in May.

During the course of the year APSE Wales commissioned and published a research response report to Welsh Government proposals on decarbonisation. 'Reporting Carbon Emissions: APSE Wales'. The response paper has been used to advocate on behalf of APSE member councils in Wales.

APSE was represented at both the Plaid Cymru Annual Conference in Llandudno in October 2022 and the Liberal Democrats Conference in Llandrindod Wells in the same month.

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

APSE Northern

Councillor Tracey Dixon, Leader of South Tyneside Council was elected as Northern Chair for 2023-2025, and Anita Brown (Stockton-on-Tees Council) was re-elected as Northern Secretary for 2023-2024. Councillor John Kerr-Brown the long-serving APSE Northern Chair, who was also chair throughout the APSE year 2022-2023, has now taken on the role of Vice-Chair.

Regional Forums have taken place in-person during 2022-2023 and have included well-attended seminars on the circular economy and re-wilding. Northern members have also been active taking part in national seminars covering areas such as street cleansing; waste and recycling; parks and greenspaces; cemeteries and crematoria; transport; sports and leisure; and housing and building maintenance.

The profile of APSE Northern members in 2022-2023 was particularly high with 8 winners at the APSE Annual Service Awards 2022, 11 winners in APSE's Performance Networks Awards 2022 and 3 innovation awards winners, thereby showing the wealth of expertise and best practice taking place in the region.

APSE membership in the Northern region has remained steady and as a result of the creation of Unitary authorities in the region, more previously non-member authorities are now covered as part of these new organisations, which have all joined APSE and we welcome the new Unitary Councils into APSE membership.

APSE Southern

The role of Chair for APSE Southern 2022-2023 was held by Councillor Phillip O'Dell, London Borough of Harrow, the role of Vice Chair being held by Councillor Jacqui Burnett, Luton Council and the role of Secretary being undertaken by Colin Rowland, from Isle of Wight Council.

There was vast engagement with members within the region with almost 2000 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.

Following on from the previous years success, the region organised another APSE Equalities, Inclusion and Diversity seminar as well as a flooding mitigation and climate change seminar. The region also held a parks and open spaces seminar. Various online advisory groups were held which included: parks and open spaces; sports and leisure services; renewables and energy efficiency; highways and street lighting; vehicle maintenance and transport; waste management and street cleansing; housing, construction and building maintenance; commercialisation; income generation and trading.

A number of Southern region members were successful in winning APSE service awards including Eastleigh Borough Council who proudly took home the title of APSE Overall Council of the Year, Plymouth City Council, Lambeth Council and Reading Borough Council.

Over the course of the financial year, we were delighted to welcome West Oxfordshire District Council and Forest of Dean District Council via (Publica Group Ltd) into APSE membership.

APSE Scotland

Following the APSE Scotland AGM in 2022, Councillor Archie Dryburgh of Dumfries and Galloway Council and Russell McCutcheon from North Ayrshire Council continue in the roles of Chair and Secretary of APSE Scotland for 2022 / 2023.

APSE Scotland continues to engage with a number of organisations including the Scottish Government; Zero Waste Scotland; Transport Scotland; CoSLA; Keep Scotland Beautiful; SEPA; Energy Savings Trust and the Scottish Housing Regulator on a variety of issues including the Deposit Return Scheme (DRS), the decarbonisation targets for fleet and ash dieback. APSE takes part in a number of working groups such as the Scottish Waste Industry Training, Competency and Health & Safety Forum (SWITCH). APSE Scotland also continues to respond to consultations and give evidence to Scottish Parliament and Cross Parliamentary Groups on behalf of our members including the Scottish Parliament's Local Government, Housing and Planning Committee and the DRS Cross Parliamentary Group.

APSE Scotland held its three in-person service specific seminars over the course of 2022-2023. In May 2022, APSE Scotland's Fleet, Waste and Grounds seminar returned to Aviemore following a two-year hiatus due to the pandemic. Back with a bang, not only did the event take place in a new location, the stunning MacDonald Aviemore Highland Resort but the seminar also had a bumper programme of speakers including Claire Gilmore, Traffic Commissioner for Scotland. Other organisations presenting over the course of the two days included Zero Waste Scotland (ZWS), Scottish Environmental Protection Agency (SEPA), Keep Scotland Beautiful (KSB), Energy Savings Trust (EST) as well as a number of Scottish local authorities. The event sold out with a record number of exhibitors and delegates in attendance.

Advisory groups have continued to thrive over the past year and engagement with officers and elected members continues to grow. These groups are a key part of our membership resources service for Scotland which continue to ensure that our membership has the important opportunity to share knowledge and discuss issues with peers.

APSE Northern Ireland

During 2021-2023 Alderman Tommy Nicholl, MBE, of Mid and East Antrim Borough Council (MEABC), served as APSE Northern Ireland Chair however in May 2023 Alderman Nicholl retired as a councillor and from local government after 42 years. Pursuant to the APSE constitution, Ald. Nicholl could no longer continue as National Chair and it was incumbent on MEABC to nominate a successor. Cllr Beth Adger MBE was nominated as interim National Chair by MEABC and her position as National Chair for the remainder of the 2022-2023 term was confirmed at the APSE Northern Ireland AGM held in Ballymena on Tuesday 6 June. The AGM was held as part of 'Net Zero NI', a seminar on decarbonisation held in collaboration with APSE Energy.

At the AGM, Cllr Terry Andrews of Newry Mourne and Down Council was elected as APSE Northern Ireland Chair for 2023-2025. Ellen Cavanagh of Derry City and Strabane District Council was elected as APSE Northern Ireland Secretary for 2023-2025. Ald. Alan McDowell of Ards and North Down Council was elected as APSE Northern Ireland Vice Chair for 2023-2025.

During the course of 2022-2023, APSE held three Northern Ireland events-one online and two in-person. The first event, held online on 28 March, was delivered in collaboration with the Society for Innovation, Technology and Modernisation (SOCITM). The event explored the challenges and opportunities of digital transformation for local councils. Delegates heard from: Martin Ferguson, Socitm Policy and Research Director; Sharon Sanders Programme Manager-Digital Inclusion, and Paul Wilson, Digital Lead, Bradford Council; Paul Knee, Security Specialist, Jisc; Samantha Kelly, Streetpride Service Manager-Street cleansing, and Lee Wheatley, Service Manager for Grounds Maintenance and Arboriculture, Derby City Council. The event was attended by over 40 delegates and included representatives from 10 of the 11 authorities plus Education NI.

The second event, held in-person on 3 May, was an APSE Performance Networks event in Craigavon. The event, free for APSE Performance Networks members, emphasised the importance of collecting data when delivering service transformation. Delegates heard from Charlene Stoops, Deputy Chief Executive, Armagh, Banbridge and Craigavon Borough Council; Sharon McNicholl, Chair of the Local Government Performance Improvement Working Group; Debbie Johns, Head of APSE Performance Networks; Andy Mudd, Head of APSE Solutions; and Mike Cockburn, Assistant Director-Climate Emergency and Environment, Wirral Council. The event was attended by around 60 delegates.

The third event, held in-person on 6 June in Ballymena, was Net Zero NI. The event incorporated APSE Northern Ireland's AGM, and was delivered in conjunction with APSE Energy. Net Zero NI explored a number of themes relating to climate action including decarbonising council assets, biodiversity initiatives and designing sustainability roadmaps. Delegates heard from Ryan White, Director Heat, Buildings and Climate Change, Department for the Economy NI; Debbie Caldwell, Climate Commissioner, Belfast City Council; Elaine Smith, Climate and Sustainability Manager and Vanessa Postle, Sustainable Development Officer, Mid and East Antrim Borough Council; Sarah Farrell, Climate Emergency Project Officer, Dumfries and Galloway Council; Cathy Burns, Climate Programme Manager, Derry City and Strabane District Council; and Ciaran McGrath, APSE Energy Associate. The event was attended by over 40 delegates and included representatives from 11 of the 11 authorities plus Education NI.

APSE Central

Councillor Mark Pengelly from North Northamptonshire Council was elected as APSE Central Chair. Samantha Dennis of Derby City Council was elected as APSE Central Secretary with Dela Moreland from North Northamptonshire Council being elected as a Substitute Regional Secretary. Councillor John Clarke from Gedling Borough Council was elected as Vice-Chair. Councillor Dave Trimble from Nottingham City Council and Councillor Steve Evans from Wolverhampton City Council were duly elected as National Council delegates for APSE Central.

The member councils in the Central region continue to actively participate in APSE and the regional membership has increased by 10% in 2022-2023. In addition to the many APSE national events, there were a variety of physical events that took place around the region over the past year with themes that included, the Circular Economy, Leisure, and wellbeing, Net Zero and Community Resilience.

APSE Central participation was high amongst the numerous seminars and training courses held online during the year. Several APSE Central members were shortlisted for the APSE service awards and Performance Networks awards for 2022.

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



190

**APSE Performance
Networks Members**

134

**APSE Energy
Members**



56

Awards Issued

10,081

Combined Followers

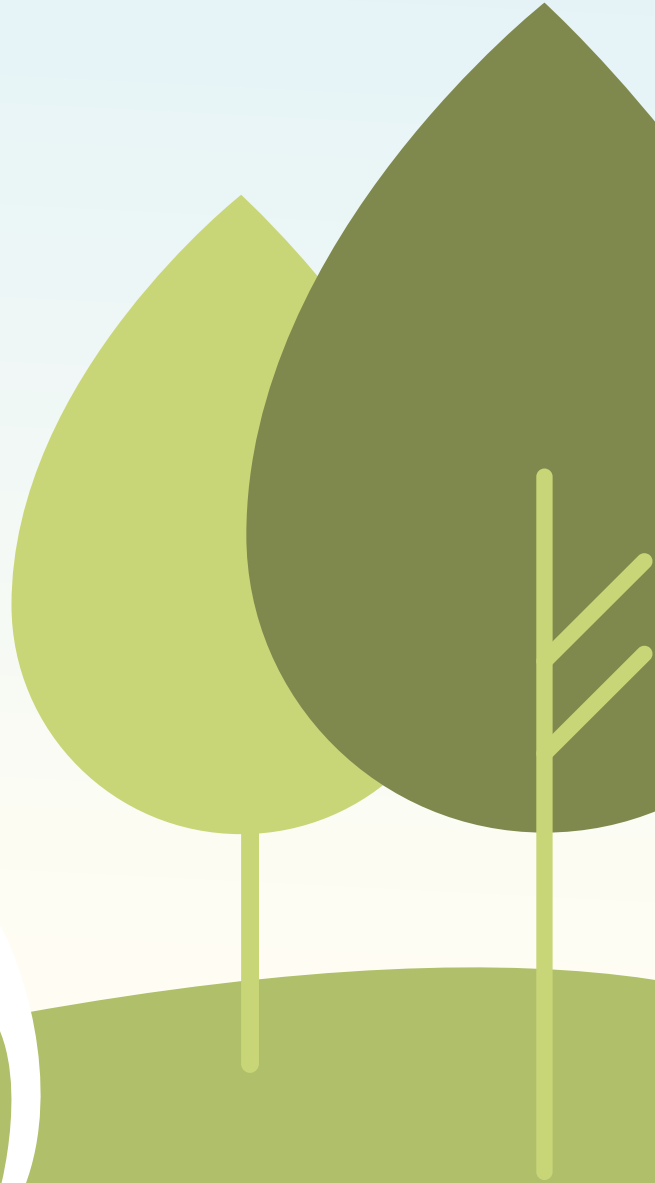
Collated from Twitter, LinkedIn
and YouTube

52

**APSE Solutions
Clients**

242

**Training Courses
Delivered**



The APSE Policy Framework

APSE's policy framework is informed by its National Council and by its member local councils, through its meetings, networks, advisory groups, seminars and events and the research programme. Emerging themes are identified by the Membership Resources service, informed by the Principal Advisor team, and also informed by the Heads of Service across APSE Training, Energy, Solutions and Performance Networks.

The policy framework seeks to ensure that APSE's ongoing work is delivering against the priorities of the APSE membership, creating a shared understanding of the challenges and opportunities, and informing APSE's advocacy work across the UK administrations. Thematic policy issues are also developed through APSE's strategic forum events, which are often taken to party political conferences, alongside different areas of the UK. During 2022-2023 specific policy developments included responding to the Deposit Return Scheme in Scotland, the Welsh Government on carbon accounting, responding to calls for evidence from UK Government departments and others on matters such as Extended Producer Responsibility proposals, and rapidly deploying the use of surveys and networks to support councils on the cost of living issues.

Research

During the year, APSE, under the direction of its National Council, delivered a number of research papers both directly through the secretariat team and with partner organisations. APSE continued to work closely with both De Montfort and Staffordshire Universities, with ongoing projects exploring the relationships between senior officers and councillors, alongside work with local councillors as to their perceptions of spheres of influence and systems of governance.

A new report 'Rising to the climate change challenge: The role of housing and planning within local councils' was developed and researched with the Town and Country Planning Association (TCPA) exploring barriers to embedding greener outcomes in developments but also highlighting areas of best practice. Continuing the green theme, and in response to member requests, APSE hosted a series of surveys and roundtable events to develop a paper entitled 'The use of EV fleet and alternative fuels in refuse collection vehicles'.

Waste and resources is a core area of APSE activity and in response to members a new publication, researched by APSE explored the role out of DRS proposals in Scotland 'Deposit Return Scheme: Lessons from Scotland and implications for the rest of the UK', which was the subject of evidence to the Scottish Parliamentary groups. The 'Street Cleanliness Report 2022' provided analysis of datasets based on the preceding year with the analysis utilised in DEFRA's litter data.

The local government workforce is once again making the headlines as councils struggle to recruit and retain key workers. In response a short issues paper, informed by survey work amongst member councils, and triangulated by roundtable events led to the publishing of 'Local government: Skills shortages and workforce capacity'. Continuing the workforce theme and in response to industrial unrest 'Pay rates amongst refuse workers in the UK: An analysis of the challenges facing the sector' was well received as a means of sharing the challenges of fair pay in the sector.

The Cost-of-Living crisis has led to a renewed focus on child poverty and the value of the school meals service. In response APSE published a report 'Local authority education catering service: More than just a service' arguing for the service to be recognised as both a form of welfare support to children and families, as well as a prevention service, in supporting good nutrition, healthier eating and improving educational outcomes. Continuing APSE's support as the secretariat for the All Party Parliamentary Group on School Food, APSE conducted research on their behalf looking at the impact of rising inflation. The 'Impact of food cost on school meals' set out the case for increasing the free school meal allowance, to reflect the significant pressures on the service, both with rising prices and increased demand.

APSE was once again pleased to work with leading polling company, Survation, in our annual review of public opinion on frontline council services. 'Trust and Confidence in Councils: What the public think' was published in December 2022 and confirmed that once again the public highly value and trust local council services.

APSE in the Media

APSE continues to support its member councils through a focussed approach to its media activity. Once again, APSE's research papers formed a bedrock to many campaigning articles in both trade and national press outlets, supporting broader media messages including the impact of rising inflation on school meals, recruitment issues in the local authority transport sector, the repeated delays of the Deposit Return Scheme in Scotland, and the multiple benefits on underground refuse systems. On the latter point, Liverpool's underground refuse systems, of which APSE helped create the procurement framework for, featured prominently on ITV News and BBC's The One Show in late 2022.

LinkedIn, as a business-oriented platform, has now emerged as APSE's premier social media channel. With the APSE corporate LinkedIn page averaging over 100 new followers a month-including council leaders, chief executives and senior civil servants-APSE now has near to 5,000 followers. One post in November attracted over 15,000 impressions with over 100 comments and almost 300 reactions. Twitter remains a useful platform particularly for events, allowing rapid updates and live tweeting. Social media policy within APSE has been updated to reflect reading technologies and the needs of all users with "alt text" now added to all images to ensure they are accessible to blind, partially sighted and neurodivergent people. The APSE YouTube channel is maintained and utilised on a more bespoke basis for communications.

The APSE Website continues to generate a number of media leads for APSE comments, quotes and articles with the national press including: The Times, The Guardian, The Telegraph, iPaper, Daily Mail, Daily Record, and The Scotsman. APSE has also featured in trade and industry titles such as the MJ, where APSE enjoys regular features and an editorial comment column, LGC, Horticulture Week, LAPV, Public Sector Catering, Materials Recycling World, Landscape and Amenity as well as a range of regional press outlets such as Liverpool Echo, Glasgow Times, Ayr Advertiser and Reading Chronicle.

WhatsApp groups set up during the pandemic remain as a means of communication though less active than during the pandemic some groups remain a useful source of peer-to-peer engagement. They continue to provide rapid sources of information for press enquiries, alongside novel urgent matters, for sector groups. Over 500 participants remain involved in the groups.

APSE Direct

'APSE Direct' has retained its online format initiated during the pandemic but has returned to a short-run format for APSE events and to meet the needs of advertisers. During 2022-2023, six full online editions were produced with pieces re-run on the APSE News pages of the website. APSE Direct retains a 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 magazine's core purpose is a member service, sharing best practice and opinion amongst APSE member councils.

The magazine remains a popular product amongst APSE member councils alongside its value to local government suppliers, who want a bespoke product with reach into local government frontline services. Spacehouse remains APSE's freelance agency for advertising sales with year-on-year increases in advertising revenue which supports APSE's activities to the wider membership, complementing its core purpose of sharing best practice across the sector.

As an advertising platform, APSE Direct has averaged over £4,000 net income across its last six editions-the advertisement for the May edition generated a net income of just under £8,000-demonstrating the magazine's emergence as a valuable income stream for the organisation; income which in turn supports APSE's services to its membership.

Seminars and awards

APSE continues to support its member desire for networking opportunities through a packed schedule of seminars and forums. Utilising venues across the UK, and attracting local government suppliers for in-person events, saw APSE complete a full seminar programme of 36 national and area-based seminars during the year. Civic and municipal buildings, hotels, conference centres, and sport stadiums have been used as hosts for APSE conferences, trade exhibitions and awards evenings with a renewed focus on making events as sustainable as possible whilst retaining the needs of delegates and exhibitors.

APSE continues to mix stand-alone hot topics including The Environment Act, Ash Dieback, and Biodiversity Net Gain into the seminar schedule, along with the annual service specific conferences. Satisfaction levels amongst delegates remains high with 96% of attendees rating APSE seminars and events as excellent or good. APSE seminars and events continue to attract high-profile speakers including Sharon Hodgson MP, Chair of the APPG for School Foods, Patrick Allcorn, Head of Local Net Zero at BEIS (now DESNZ) and Steve Berry, Head of Highway Maintenance at the Department for Transport, alongside local authority Chief Executives, Corporate Directors and industry leaders.

The statistics speak to the quality of these events with 3,866 delegates attending representing 442 different councils and local government organisations, during the course of the year.

APSE exhibitions remain popular, with several internal and external trade shows selling out due to full capacity, including the APSE cemeteries and crematoria seminar, winter maintenance seminar, transport and vehicle maintenance seminar and parks and grounds maintenance seminar. Over 280 local government suppliers have marketed their products to APSE delegates this year. APSE, however, retains its credibility, and that of its member councils, by ensuring transparency at its events, with clear lines of separation between suppliers and procurement matters.

APSE continues to promote apprenticeships with recognition awards in construction and building skills, highways and street lighting, horticulture, transport and street scene. The list of APSE Apprentice of the Year winners is featured in Appendix 7.

The APSE Service Awards 2022, held at Swansea Arena, hosted by Presenter and Broadcaster, Sian Lloyd, was attended by over 350 guests. Eastleigh Borough Council took home the Overall Council of the Year award.

Towards the end of the last business plan, APSE recruited Mike Egerton into a new role of 'Events and Sponsorship Programme Manager'. Mike will work to align APSE's events with the priorities and needs of member councils and local government suppliers, including developing policies in response to APSE Environmental, Social and Governance framework, working on sustainable venues, and ethical employers in the events sector, and ensuring that the Approved Partner Scheme, and advanced seminar schedule, further align to APSE's ESG framework.

Advisory groups and strategic forums

The main membership services of advisory groups and strategic forums have adopted a hybrid format, with speakers and delegates having the option to join online or attend in person. This is to ensure the ease of access for APSE members; and to maximise the opportunities for members to participate and engage with APSE services. 55 online advisory groups took place during the year with over 2574 attendees. An experiment with 'best practice site visit' groups proved to be popular, with over 35 delegates attending Lancaster City Council's 'Passivhaus' leisure facility and solar farm. Capacity remains for ad-hoc meetings and roundtables to support members as they continue to deal with service challenges, including ongoing resource issues, not least the impact of inflation and demand on frontline services.

The strategic forum programme of physical events for 2022-2023 resulted in APSE organising roundtable events and party-political fringe meetings both online and in person including the Scottish National Party local government conference, the Conservative Councillors Association Conference and the Association of Liberal Democrat Councillors conference and the Association of Labour Councillors / LGA Labour conference. Strategic Forums were also hosted during the course of the LGA conference. Topics and themes across the forums have included, the future of local authority leisure services, workforce matters, levelling up, housing and climate change.



The pressure on plots: APSE on BBC Breakfast



Best Workforce Initiative - Plymouth City Council



A Biodiversity Net Gain Event For Parks And Greenspace Managers (Part One)



"Safe, easy to use, very hygienic" - Liverpool's underground bins on BBC's The...



Website, briefings and network query service

The APSE website remains a resource hub for APSE members supporting a myriad of information across APSE's main membership services, including briefings and hosting post-event presentations and research papers. It also plays a significant role in supporting APSE's traded services in Training, Solutions, Performance Networks and Energy, allowing self-serve bookings and enquiries.

Website development is an ongoing project and a recent upgrade to the website platform has embedded new site security measures, alongside more interactive content including an upcoming events calendar and special interest hubs including a new dedicated hub on underground refuse systems. The website remains an open access resource to all APSE members.

During 2022, over 60 briefings were issued, alongside a number of bespoke e-publications. The network query service continues to be a popular and unique service for APSE member councils as part of APSE's peer-to-peer trusted network. A total of 378 network queries were issued on behalf of members in 2022-2023.

APSE Solutions

APSE Solutions consolidated the growth of the preceding two years meeting the aims of the APSE business plan turnover targets. A total of 81 jobs were completed in the year, broken down into 37 interim placements and 44 consultancy jobs. 46 associates were used through the year.

The ability to meet a high demand for the service continues to be the biggest challenge the team faces. Whilst in some senses this is a positive position to be in, and reflects the quality and value of the Solutions services, it is still difficult at times to fill demand for interim roles and Solutions therefore remains heavily focussed on constant recruitment to the Associate pool, which currently stands at over 600.

As local government faces up to the challenges of inflation, and public sector workforce matters have resulted in recruitment and retention difficulties, APSE Solutions has made some significant changes to the way interim enquiries are handled, fine tuning its own processes and improving the efficiency of its interim service. This will enable Solutions to deal with more service requests, more quickly and more effectively. It is hoped that these changes will further support member councils in meeting their workforce challenges.

On the consultancy side, the emphasis continues to be on efficiency, demand management and income generation. Many councils fear a further squeeze in their finances and therefore must ensure that every pound is spent as wisely

as possible. The Solutions offer goes directly to supporting this with a unique approach to service review that makes best use of internal synergy with Performance Networks to add value to member councils.

It is two years since Solutions partnered with Liverpool City Council to create a ground breaking procurement framework supporting the installation of underground refuse systems. Over this period interest in the 'super bin' revolution has continued to grow at pace and some significant investments in this exciting technology can be expected to take place in the coming period.

APSE Training

During 2022-2023 APSE Training continued to grow and develop, exceeding targets for turnover and surplus by around 75%, its most successful trading year to date. With 34 courses advertised on the website, our open courses continued to be delivered online, via Microsoft Teams. However, 25% of our in-house commissions were delivered onsite-back in the classroom!

For the second year running, the service started with a busy first quarter. Additionally, significant peaks were experienced in July, September, November and March. Dips in trading occurred in August and December in line with pre-pandemic patterns.

APSE Training delivered 239 courses attracting 2368 learners, compared with 198 courses in 2021-2022 and 158 in 2020-2021; 145 of this year's courses were in-house courses, tailored to meet the bespoke needs of a specific authority or service. These accounted for 61% of courses overall. Carbon Literacy continued to dominate, as the most popular course, with 1143 learners attending one of 117 courses.

On average, APSE Training ran 1 course per trading day of the year, taking seasons; and bank holidays into account. Training was accessed by all regions, with the biggest rise in attendance hailing from the Southern region. A number of new courses were developed during the year, including 'Preparing Biodiversity Net Gain for Parks Professionals' and 'Presentation Skills'.

The additional post of Training Co-ordination Officer has added notable value to the efficiency and productivity of the service, complementing the post of Senior Training Officer and APSE's growing number of Associate Trainers, who are led by APSE's Head of Training.

APSE Energy

The climate change, energy and sustainability agenda refuses to go away and for good reason. The issues are so central to everyday life that they cannot be ignored. Local authorities are subject to increasing energy bills requiring a reduction in their emissions to reach central government targets. They are looking to support their local communities especially the fuel poor and their local economies in the form of local businesses. Councils have a series of assets that they must make the most of- both in terms of physical assets like buildings, vehicles and land as well as officers and councillors who need to be informed enough to add value when delivering services and making decisions. The agenda is fundamental to all the services they deliver. APSE Energy has been proud to support its members meet these challenges.

The APSE Energy membership continues to grow and reached 133 local authorities by the end of the financial year. The number of individuals from each of those councils who are engaging with APSE Energy is growing too. Officers and councillors with responsibilities in terms of asset management, environmental services, fleet management, procurement, housing, leisure services and more, realise that tackling climate change cannot be left to the corporate centre and is a role they must take on themselves.

The UK Government's 3 priorities of transportation, heat and renewable energy readily transfer to an agenda for local authorities in the form of fleet management and transformation; decarbonising buildings and the electrification of heat; and energy generation via Council assets. Such priorities are equally reflected within Scotland, Wales and Northern Ireland, which recently passed its own Climate Change Act.

APSE Energy is supporting its member local councils in progressing climate actions with examples of projects including: investment in vehicle to grid chargers; battery storage; Passivhaus and Energiesprong standards; the use of third-party buildings to generate solar whilst utilising a range of engagement techniques to spread the message amongst many other projects and approaches. There is a very long way to go and focussing on local and national targets must remain a priority for officers and councillors.

APSE Energy provided a range of support for members last year from advice discussed over the phone, through briefings and newsletters, detailed publications ('Energy across the authority 2023' and 'Using design in planning to address climate change' and 'The relevance and legitimacy of carbon offsetting in local government'), webinars, in person events and 2 major Energy Summits in Warwickshire and Glasgow. We welcomed 220 people to the BIG Energy Summit which was our largest single audience to date.

The demand for consultancy support is strong, reflecting capacity issues within local authorities and the ambitions they have. APSE Energy continues to provide strategic and technical support with a high demand for support related to carbon baselines, trajectory reports to a carbon neutrality date and energy audits for specific buildings

APSE Energy continues to have a significant influence across the sector as requests for its services grows and it is recognised as a leading authority on energy and renewables issues.

APSE Performance Networks

APSE Performance Networks membership now stands at 190 authorities, with 48 local authorities using the Land Audit Management System (LAMS) App. The service has been crucial to assist local authorities in fully understanding the impact and consequences of the challenges that local government is facing; including the effects of local government financial settlements on frontline service budgets and increasing demand for services, particularly during the cost-of-living crisis. The ability to recruit and retain staff has been problematic across a range of different service areas and the APSE Performance Networks working groups have incorporated a number of new measures into the data templates to monitor these issues and identify authorities who are effectively tackling these matters to enable the sharing of best practice.

Another major challenge for local authorities is that the global threats of climate change and energy shortages continue to grow. Last year, the working groups incorporated new additional questions on environmental sustainability so that progress could be monitored in the short, medium and long term. This has included generic questions across the services on taking action, training staff and setting targets, but also service-specific measures such as route optimisation and types of fuel. The service has built on these measures for this year.

To improve the ease by which members can submit data this can now be prioritised by reference to the priority symbols, within the service templates, which highlight which data cells are essential to complete and which ones are optional. This should make the data collection process much easier to understand and complete. APSE now delivers virtual one-to-one training and support to assist councils in getting up and running in collecting the data. The Service is also building an online library of support/training videos to assist members in the data collection process. Additional support is available to interpret the reports at the end of the process.

The service now provides four inspection Apps; LAMS for monitoring parks, streets and cemetery land and CLAMS for inspecting building cleaning. In March 2023 the service launched two new Apps; PIMS for monitoring play provision and MIST for inspecting memorial safety. A new API has been developed which links the Apps into other back-office systems to create job sheets if an unacceptable inspection grade has been awarded.

APSE continues to work with Defra and has supplied data from LAMS and the street cleansing module into the Litter dashboard for England, alongside liaising with the Scottish Government and Zero Waste Scotland in relation to the cleanliness performance indicators. APSE Performance Networks has also been working with Sport England to monitor participation and financial data for leisure centres (Moving Communities) and potentially developing a partnership to reduce data input requirements into both models through sharing data. Work also continues with DESNZ (The Department for Energy Security and Net Zero) about developing climate change measures.

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. We have also started to develop interactive dashboard reports through the use of Power BI.

Staffing and Business Resources

Following 24 years of service APSE's Chief Executive, Paul O'Brien, retired in December 2022. An in-depth recruitment process took place, in conjunction with an external recruitment specialist which resulted in the appointment of Mo Baines, who was already an employee, in the role of Deputy Chief Executive.

An initial comprehensive resource review was undertaken by the new Chief Executive, which highlighted the need for additional resources required to deliver the business plan and services to the membership. As part of this an establishment review identified a need for additional resources including the creation of a Principal Advisor (with responsibility for strategic communications), Executive Support Assistant, Events and Sponsorship Programme Manager, two new apprentices, Finance Manager, IT and Performance Officer, Data Analyst roles and a Membership Engagement Officer. Some of the roles were formed of existing roles and some were additions to the establishment.

A considerable amount of recruitment has been completed and is still ongoing to fulfil these roles, with new members of staff now in post.

An additional post 'Training Coordination Officer' was added into the training team, which was filled by Olivia Giles. Following Charlotte Banks' promotion into the role of Principal Advisor (Energy), her former role, Energy and Research Officer, was filled by James Jefferson. Robbie Edwards joined to fill the role of Executive Support Assistant.

APSE's new Environmental, Social and Corporate Governance strategy was launched following a robust consultation exercise, this impacted on many of APSE's operating processes and a considerable amount of work is ongoing to review systems and processes to ensure compliance with the strategy, including a governance review and a review of suppliers and procurement, to ensure compliance.

APSE continues to invest in staff training and development. Wai Lee, Finance Manager and Mike Egerton, Events and Sponsorship Programme Manager have now completed ILM 5 in Management. Fiona Sutton-Wilson, Head of APSE Training was successfully awarded fellowship status in CIPD (FCIPD).

The three yearly Investors in People assessment took place in February. APSE retained its Gold status and for the first time was assessed against the IIP Health and Wellbeing standard and received a silver accreditation. The assessor provided a report back which stated that APSE was 'significantly ahead of the sector average in the assessment, with inspirational leadership where people believe in the values and strongly embrace the public sector'. APSE is hoping to continue its development in organisational Health and Wellbeing, aiming for Gold in 2024.

APSE continues to be accredited for ISO9001/14001 and 27001 through external assessment.



Section 4

Finances

Finance Report Preface

As APSE members are aware, as an unincorporated association, we do not rely on raising money from markets or shares. APSE operates on a non-profit basis and as such any investment needs to be earned in advance of that investment being made. During COVID-19 APSE expenditure decreased with income levels broadly remaining the same. This had the impact of significantly increasing APSE's reserves during that period.

APSE's National Council also determined that to help our member local councils, through the post-COVID environment, that they would freeze any increase in membership subscriptions during 2022-2023. However, during this period APSE has continued to grow its support to its member councils, with new products and services in APSE Training, Membership Resources and Solutions, alongside investment in the development of new databases and apps within APSE Performance Networks

During 2022 a decision was also made to significantly change APSE's establishment structure to reflect the pace of change and the need to invest in core staffing resources. This was again driven by many years of exponential growth in APSE, with business plan targets exceeded on a year-on-year basis. A new establishment was approved by APSE's National Council during the financial year.

The 2022-2023 accounts therefore reflect several significant issues. This includes the retirement of APSE's long serving Chief Executive, the appointment of a new Chief Executive and a new overall establishment structure. This new structure reflects the growth in digital and data skills, the need to support the growth of APSE with new financial management systems, the regularisation of some limited temporary arrangements into permanent posts, and investment in business support staff and systems. The new establishment, once fully realised, will also make good on APSE's Environmental, Social and Corporate Governance (ESG) commitment to invest in its own apprenticeship programme.

These changes have impacted on the final outturn of the 2022-2023 accounts. Whilst the overall Business Plan target of 2020-2023 was met and exceeded with income at £5,550,022 against a target of £4,689,000, the audited accounts for 2022-2023 report a deficit of (£109,032). The accounts demonstrate that the result in the general fund, after adjusting for the atypical expenditure of 2022-2023, and non-material post year-end adjustments attributable to the previous year would represent a surplus of around £50.5K.

Assets of the association remain at a healthy £2,691,465. APSE's reserves policy is 30% of reserves to expenditure or £1m of available financial reserve. APSE is currently exceeding its own reserves policy and with sector averages ranging from 25%-50%, this represents a sensible and prudent approach to reserves.

APSE's financial strategy is determined by the Business Plan agreed by its National Council and Full Association. The 2023-2026 Business Plan sets a sustainable growth target of 15% over the lifetime of the business plan. Like many other non-profit entities and the wider economy, the trading conditions for 2023-2024 present challenges with a significantly below inflation increase in membership subscriptions, inflationary pressures on wage costs, operating costs and utilities, and supplier cost price increases, particularly around venues and events.

These factors are part of the dynamic reporting against APSE's finances to its National Council but should be considered against the positive outturns for the association in the 2022-2023 accounts and the current levels of reserves.

National Council has also agreed to the operation of a specific Special Purpose Designation Fund, of £100,000. This approach, in future years will have the effect of a more regularised approach to future-proofing any establishment cost strains or calls on funds which are currently designated under the current class of 'Membership Retention Fund'.

Mo Baines, Chief Executive, APSE

Association for Public Service Excellence

Revenue Account for the year ended 31 March 2023

Income	APSE	APSE	APSE	APSE	Performance	Total	Total
	APSE	Energy	Solutions	Training	Networks	2023	2022
	£	£	£	£	£	£	£
National membership fees	809,192	325,775	–	2,514	925,701	2,063,182	2,048,363
Approved partners	64,015	–	–	–	–	64,015	68,170
Seminar income	458,914	24,039	–	–	43,656	526,609	337,635
Consultancy and training income	–	494,440	1,843,870	432,662	31,560	2,802,532	3,140,671
Special projects income	1,800	–	–	–	–	1,800	20,200
Publication sales	25,571	40	–	–	–	25,611	20,110
Miscellaneous income	36,840	–	–	–	–	36,840	21,965
Bank interest	29,433	–	–	–	–	29,433	9,189
Total income	1,425,765	844,294	1,843,870	435,176	1,000,917	5,550,022	5,666,303
Expenditure							
Establishment	957,080	221,705	364,841	208,928	501,422	2,253,976	1,879,957
Associates	750	381,522	1,383,289	72,555	43,375	1,881,491	2,087,644
Seminar costs	264,421	80,598	9,914	–	129,393	484,326	395,365
Meetings	32,188	3,475	–	83	105	35,851	27,454
Fringe meetings	19,036	–	–	–	–	19,036	12,886
Premises costs	73,843	18,417	21,473	18,417	42,945	175,095	169,536
Office costs	66,192	3,697	7,025	3,764	15,215	95,893	118,311
Printing and photocopying	81,966	4,370	422	498	24,807	112,063	155,904
Professional fees	17,424	40,000	–	–	61,724	119,148	79,485
Promotional/advertising	40,346	383	121	13,550	38,913	93,313	82,666
Bad debts	1,654	(2,355)	–	8,295	15,309	22,903	16,007
Depreciation	58,033	–	–	–	–	58,033	27,313
Miscellaneous	6,388	24	64	46	24	6,546	2,750
Membership retention	153,952	36,857	36,857	36,857	36,857	301,380	34,555
Total expenditure	1,773,273	788,693	1,824,006	362,993	910,089	5,659,054	5,089,833
Net income/(expenditure) for the year	(£ 347,508)	£ 55,601	£ 19,864	£ 72,183	£ 90,828	(£ 109,032)	£ 576,470

**Association for Public Service Excellence
Balance Sheet
as at 31 March 2023**

	Notes	2023 £	2022 £
Fixed assets			
Tangible assets	6	34,326	23,707
Current assets			
Debtors	7	1,352,840	1,456,832
Investments held as current assets		1,621,752	1,105,917
Cash at bank and in hand		<u>676,189</u>	<u>1,324,826</u>
		3,650,781	3,887,575
Creditors: amounts falling due within one year			
	8	<u>(993,642)</u>	<u>(1,110,785)</u>
Net current assets		2,657,139	2,776,790
Net assets		<u>2,691,465</u>	<u>2,800,497</u>
Reserves			
Profit and loss account	9	2,685,602	2,635,052
Designated funds	9	5,863	165,445
Funds of the association		<u>2,691,465</u>	<u>2,800,497</u>

Appendices

The background is a collage of business-related images. It features several data visualization charts, including bar graphs, line graphs, and a donut chart. A prominent image shows two hands shaking in a firm grip, symbolizing a deal or agreement. Another image shows a hand holding a pen over a document. The overall color scheme is a muted, olive-green tone.



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Appendix 1: APSE members 2022-2023

Approved Partners: 28

Advanced Bacterial Sciences Ltd, Alliance Leisure, AssetWorks International, Brightly Software, Cemetery Development Services, Contenur UK Ltd, DAF Trucks Limited, Jaama Ltd, REEN Technologies Ltd, Estate Research, Evans Vanodine International PLC, Finders International, Fraser & Fraser, Go Plant Fleet Services, Hanson Asphalt and Contracting Services, IQSS, J McCann & Co Ltd, Lendology CIC, Plotbox, Professional Drone Training Ltd, Resomation Ltd, Roadvert Limited, Velocity UK Ltd, WasteHero, Webaspx Limited, W J North, Yotta, Zoeller Waste Systems Limited.

Associate Members: 14

GMB, Isle of Man Government – Department of Infrastructure, Keep Britain Tidy, Lee Valley Regional Park Authority, LGIU, NILGA, NIPSA, Northern Lighthouse Board, Office of the Nottinghamshire Police and Crime Commissioner, Office of the Police and Crime Commissioner for North Wales, SIPS Education Ltd, UNISON, UNITE, Vision Redbridge Culture & Leisure.

APSE Central: 42

Ashfield District Council, Birmingham City Council, Blaby District Council, Bolsover District Council, Broxtowe Borough Council, Chesterfield Borough Council, Derby City Council, Derbyshire County Council, Derbyshire Dales District Council, Gedling Borough Council, Herefordshire Council, High Peak Borough Council, Hinckley & Bosworth BC, Leicester City Council, Newark & Sherwood District Council, Newcastle under Lyme Borough Council, North Northamptonshire County Council, North East Derbyshire District Council, North Warwickshire BC, North West Leicestershire DC, Nottingham City Council, Nottinghamshire County Council, Redditch Borough Council, Rugby Borough Council, Rushcliffe 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, West Northamptonshire Council, Wolverhampton City Council, Worcester City Council, Wyre Forest District Council.

APSE Northern: 65

Barnsley Metropolitan Borough Council, Barrow Borough Council, Blackburn with Darwen Borough Council, Blackpool Council, Bolton Council, Bury MBC, City of Bradford Metropolitan District Council, Calderdale MBC, Carlisle City Council, Cheshire East Council, Cheshire West and Chester Council, City of Lincoln Council, City of York Council, Copeland Borough Council, Cumbria County Council, Darlington Borough Council, Doncaster Metropolitan Borough Council, Douglas Borough Council, Durham County Council, East Riding of Yorkshire Council, Gateshead Council, Greater Manchester Fire & Rescue Service, Halton Borough Council, Harrogate Borough Council, Hartlepool Borough Council, Hull City Council, Kirklees Council, Knowsley Metropolitan Borough Council, Lancashire County Council, Lancaster City Council, Leeds City Council, Liverpool City Council, Manchester City Council, Middlesbrough Borough Council, Newcastle City Council, Northumberland Council, North Kesteven DC, North Lincolnshire Council, North Tyneside Council, North Yorkshire CC, Preston City Council, Ribble 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 MBC, Stockton on Tees Borough Council, Sunderland City Council, Tameside Metropolitan Borough Council, Trafford Council, Wakefield Council, Warrington Borough Council, West Lancashire BC, West Lindsey District Council, Wigan Council, Wirral Council, Wyre Borough Council.

APSE Northern Ireland: 10

Antrim and Newtownabbey Borough Council, Ards and North Down Borough Council, Armagh, Banbridge and Craigavon District Council, Belfast City Council, Causeway Coast and Glens Borough Council, Derry City and Strabane District Council, Education Authority, Fermanagh and Omagh District 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: 87

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, Central Bedfordshire Council, Chelmsford City Council, Cheltenham Borough Council, Cherwell District Council, Chichester DC, Colchester Borough Council, Cornwall Council, Cotswold District Council, Crawley Borough Council, Dacorum Borough Council, Dorset County Council, Dover District Council, Eastleigh Borough Council, East Hertfordshire District Council, Enfield Council, Exeter City Council, Forest of Dean District Council (Publica Group Ltd), Gloucestershire County Council, Guildford Borough Council, Hackney Council, Harlow District Council, Harrow Council, Hart District Council, Hertfordshire County Council, Huntingdonshire District Council, Ipswich Borough Council, Isle of Wight Council, Islington Council, Kent County 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 DC, 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, Royal Borough of Greenwich, Sevenoaks District Council, Southampton City Council, Southend on Sea Borough Council, South Cambridgeshire District Council, South Gloucestershire Council, South Hams District 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 Horse and South Oxfordshire District Councils, Watford Borough Council, West Berkshire Council, West Devon Borough Council, West Oxfordshire District Council (Publica Group Ltd), Wiltshire Council, Winchester City Council, Wokingham Borough Council.

APSE Wales: 17

Bridgend County Borough Council, Caerphilly County Borough Council, Cardiff Council, Carmarthenshire County Borough Council, Ceredigion CC, 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: 297 members

Appendix 2: APSE Performance Networks members 2022-2023

APSE Central: 28

Ashfield District Council, Birmingham City Council, Bolsover District Council, Cherwell District Council, Chesterfield Borough Council, Derbyshire County Council, Derbyshire Dales District Council, Dudley Metropolitan Borough Council, East Staffordshire Borough Council, Gedling Borough Council, Herefordshire Council, Leicester City Council, Leicestershire County Council, Newcastle-Under-Lyme Borough Council, North East Derbyshire District Council, North Northamptonshire 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, Worcester City District Council

APSE Northern: 53

Barnsley Metropolitan 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, Durham County Council, East Riding of Yorkshire Council, Gateshead Metropolitan Borough Council, Halton Borough Council, Hull City Council, Kirklees Council, Knowsley MBC, Lancashire County Council, Lancaster City Council, Leeds City Council, Liverpool City Council, Manchester City Council, Middlesbrough Council, North Lincolnshire Council, North Tyneside MBC, North Yorkshire County Council, Northumberland County Council, Preston City Council, Rochdale Metropolitan Borough Council, Rotherham MBC, Scarborough Borough Council, Sefton Metropolitan Borough Council, Sheffield City Council, South Holland District Council, South Kesteven District Council, South Lakeland District Council, South Tyneside MBC, Stockton-on-Tees Borough Council, Sunderland City Council, Tameside Metropolitan Borough Council, Trafford Metropolitan Borough Council, Wakefield MDC, Warrington Borough Council, West Lancashire Borough Council, West Lindsey District Council, Wigan Metropolitan Borough Council, Wirral Metropolitan Borough Council, Wyre Borough Council

APSE Northern Ireland: 10

Antrim & Newtownabbey Borough Council, Ards and North Down Borough Council, Armagh City Banbridge and Craigavon Council, Belfast City Council, Causeway Coast & Glens Borough Council, Derry City and Strabane District Council, Education Authority, Fermanagh and Omagh District 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: 50

Bournemouth Christchurch & Poole Council, Bristol City Council, Cambridge City Council, Camden London Borough, Chelmsford City Council, Colchester City Council, Cornwall Council, Cotswold District Council, Crawley Borough 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, Huntingdonshire District Council, Ipswich Borough Council, Kent County Council, Lewisham London Borough, London Borough of Harrow, London Borough of Hounslow, London Borough of Richmond upon Thames, London Borough of Tower Hamlets, Milton Keynes Council, Newham London Borough, Norfolk County Council, North Somerset District Council, Norwich City Council, Oxford Direct Services Ltd, Oxfordshire County Council, Peterborough City Council, Plymouth City Council, Reading Borough Council, Royal Borough of Greenwich, Sevenoaks District Council, South Cambridgeshire District 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 BC, Pembrokeshire County Council, Rhondda Cynon Taf County BC, Swansea City & County, Torfaen County Borough Council, Vale of Glamorgan County BC, Wrexham County Borough Council

Total: 190 members



The Annual Seminar and AGM 2022

Appendix 3: APSE Energy Members 2022-2023

Approved Partners: 7

ABB E-Mobility, AceOn, Boyd Brothers, eEnergy, Kensa Contracting, LASER Energy, YES Energy Solutions

Central: 19

Ashfield District Council, Blaby District Council, Chesterfield Borough Council, Coventry City Metropolitan Borough Council, Derby City Council, Derbyshire County Council, Derbyshire Dales District Council, Gedling Borough Council, High Peak Borough Council, Hinckley & Bosworth Borough Council, North Northamptonshire Council, North Hertfordshire Council, Nottingham City Council, Nottinghamshire County Council, Sandwell Metropolitan Borough Council, Staffordshire Moorlands District Council, Warwick District Council, Warwickshire County Council, Wolverhampton City Council.

Northern: 37

Barnsley Metropolitan Borough Council, Barnsley Premier Leisure, 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, Hartlepool Council, Kirklees Council, Knowsley Metropolitan Borough Council, Lancashire County Council, Lancaster City Council, Middlesbrough Borough Council, Newcastle City Council, North Kesteven District Council, North Yorkshire County Council, Northumberland County Council, Preston City Council, Salford City Council, Scarborough Borough Council, Sefton Metropolitan Borough Council, Selby District Council, Sheffield City 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, West Lindsey District Council, Westmorland and Furness Council, Wigan Metropolitan Borough Council, Wirral Metropolitan Borough Council, Wyre Borough Council

Northern Ireland: 4

Belfast City Council, Derry City and Strabane District Council, Fermanagh and Omagh District Council, Mid and East Antrim Borough Council.

Scotland: 21

Angus Council, Clackmannanshire Council, Dumfries & Galloway Council, Dundee City Council, East Ayrshire Council, East Dunbartonshire Council, East Lothian Council, East Renfrewshire Council, Falkirk Council, Fife Council, Glasgow City Council, Highland Council, Midlothian Council, Moray Council, North Ayrshire Council, North Lanarkshire Council, Renfrewshire Council, Scottish Borders, Shetland Islands Council, South Ayrshire Council, West Lothian Council

Southern: 45

Ashford Borough Council, Bath & North East Somerset Council, Bedford Borough Council, Bracknell Forest Borough Council, Bristol City Council, Buckinghamshire County Council, Cambridge City Council, Central Bedfordshire Council, Chelmsford City Council, Cheltenham Borough Council, Cherwell District Council, Cornwall Council, Dacorum Borough Council, East Hertfordshire District Council, Guildford Borough Council, Hertfordshire County Council, Huntingdonshire District Council, Ipswich Borough Council, Isle of Wight Council, Islington London Borough, Kent County Council, Lee Valley Regional Park, London Borough of Hackney, London Borough of Havering, London Borough of Hounslow, Luton Borough Council, Maidstone Borough Council, Oxfordshire County Council, Reading Borough Council, Sevenoaks District 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, Swindon Borough Council, Tendring District Council, Three Rivers District Council, Watford Borough Council, West Berkshire Council, Wiltshire Unitary 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: 134 members

Appendix 4: APSE National Council Members 2022-2023

Current National Chair: Alderman Beth Adger, MBE, Mid and East Antrim Borough Council

Part-Term Office as Chair: Ald, Tommy Nicholl, MBE, Mid and East Antrim Borough Council

Current national secretary: Ellen Cavanagh, Derry City and Strabane District Council

Past National Chair: Cllr Andrea Lewis, Swansea Council

Past National Secretary: Chris Cutforth, Swansea Council

National Chair Elect: Cllr Jacqui Burnett, Luton Council

National Secretary Elect: Colin Rowlands, Isle of Wight Council

APSE Central

Chair: Cllr Mark Pengelly, North Northamptonshire Council

Secretary: Samantha Dennis, Derby City Council

Vice Chair: Cllr John Clarke, Gedling Borough Council

Additional Members:

Cllr Steve Evans, Wolverhampton City Council

Cllr Dave Trimble, Nottingham City Council

Dela Moreland, North Northamptonshire Council

APSE Wales

Chair: Cllr Andrea Lewis, Swansea Council

Secretary: Chris Cutforth, Swansea Council

Vice Chair: Cllr Mark Wilson, Vale of Glamorgan Council

Additional Members:

Matt Wakelam, Cardiff City Council

APSE Northern Ireland

Past chair: Alderman Tommy Nicholl MBE, Mid and East Antrim Borough Council

Secretary: Ellen Cavanagh, Derry City and Strabane District Council

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

Additional Members:

Cllr Stephen McCann, Fermanagh and Omagh District Council

Cllr Martin Reilly, Derry City and Strabane District Council

Alderman Alan McDowell, Ards and North Down

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

Steve Pearce, Bristol Council

Paul Naylor, Eastleigh Borough Council

APSE Scotland

Chair: Cllr Archie Dryburgh, MBE, Dumfries & Galloway Council

Secretary: Russell McCutcheon, North Ayrshire Council

Vice Chair: Cllr Lynne Short, Dundee City Council

Additional Members:

Cllr Judy Hamilton, Fife Council

Cllr George Paul, West Lothian Council

Cllr Rachel Nunn, Stirling Council

APSE Northern

Chair: Cllr. John Kerr-Brown Warrington Council

Secretary: Anita Brown, Stockton-on-Tees Council

Co-Vice Chairs: Cllr. Julie Simpson, Gateshead Council and Cllr. Tracey Dixon, South Tyneside District Council

Additional Members:

Adrian Phillips, Preston Council

Cllr Kelham Cooke, South Kesteven District Council

Glynn Humphries-Wakefield District Council

Cllr. Owen Bierley, West Lindsey Council

Mark Davies, Lancaster City Council

Associate Members:

James Lazou, Unite the Union

Carmel Gates, NIPSA

Paul Bell, UNISON

Alan Waters, LGIU

Meetings Held

National Council

16/17 June 2022, York

13 September 2022, Swansea

9 December 2022, Northern Ireland

17 March 2023, London

Policy, Performance and Scrutiny Sub-Committee

27 October 2022, Manchester

8 February 2023, Microsoft Teams

Appendix 5: APSE advisory group and strategic forum chairs 2022-2023

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 David Hughes, Flintshire County Council

Cost of Living Network

Chair: Cllr Philip O'Dell, Harrow Council

Highways and street lighting

Chair: Cllr Archie Dryburgh, Dumfries & Galloway

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

Climate Emergency Group (changes from Devolution and Powers)

Chair: Cllr John Clarke, Gedling Borough Council

Environment and sustainability

Chair: Cllr Jacqui Burnett, Luton Borough Council

Healthy communities

Chair: Cllr Kelham Cooke of South Kesteven Council

Housing, social justice, and welfare reform

Chair: Cllr Mark Pengelly, North Northamptonshire Council

Property, asset management and regeneration

Chair: Alderman 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 2022-2023

Training courses	Courses	Learners
Carbon Literacy	117	1167
Coaching & Mentoring	2	18
Developing and Managing Service Level Agreements	3	19
Effective Social Media for Local Government	5	65
Effective Time Management for Local Authorities	1	6
Enhancing Customer Experience	5	32
Improving Your Written Communication Skills	1	6
Introduction to Parks Management	4	41
Managing Allotments in Local Authorities	5	44
Municipal Entrepreneurialism 100-day Plan Workshops	2	33
Project Management in Local Government	9	123
Preparing for Biodiversity Net Gain	1	15
Presentation Skills	1	3
Psychometric Testing	2	1
The Bereavement Journey	3	31
Scrutiny (Risk and Challenge)	3	35
Supervisory Skills	8	64
Training Symposium	1	7
Wellbeing in the Workplace	2	10
Working with Volunteers and the Voluntary Sector	2	14
Total Training	177	1734

Masterclasses	Courses	Learners
Advanced Contract Management	7	75
Advanced Parks: Strategic Finance	4	26
Carbon Literacy Trainer (2-day)	5	44
Construction Design and Management Regulations (Refresher)	3	36
Developing & Delivering a Commercial Strategy	2	14
Health & Safety on Highways and Verges	12	184
Health & Safety in Waste and Environmental Services	2	25
Leadership & Management Skills	3	25

Leading a Customer Focussed Service Culture	3	19
Legal & Practical Management of Cemeteries	4	48
Managing Programmes in Local Government	4	30
Principles of Contract Management	10	128
Train the Trainer (2 Day)	3	30
Total Masterclasses	62	684

Total courses: 239

Courses	Training	Masterclasses	Total
Open/Public	54	40	94
In House	123	22	145
Total	177	62	239

Total learners: 2418

Learners	Training	Masterclass	Total
	1734	684	2418

Regional Learners	
Southern	967
Northern	482
Central	381
Welsh	314
Scottish	173
Northern Ireland	56
National	45
Total	2418

Feedback (satisfaction and recommendation): 90%

Feedback	Training	Masterclass	Total
Satisfaction	92	90	91%
Recommended	90	86	88%
Total	91%	88%	90%

Service specific national seminars

Cemeteries and crematoria seminar

14 April 2022, Stone

Transport and vehicle maintenance seminar

23 June 2022, Solihull

Annual seminar and service awards

13-15 September 2022, Swansea

Ash dieback seminar

21 September 2022, Online

APSE local authority holiday provision seminar

10 May 2022, Online

The Scottish APSE energy summit

5-6 October 2022, Glasgow

Waste, recycling and street scene seminar

19-20 October, Lincolnshire

Housing and building maintenance seminar

13-14 October 2022, Crewe

Winter resilience forum

6 October 2022, Bradford

Refuse, recycling and street scene seminar

19-20 October, Lincolnshire

Biodiversity net gain seminar

2 November 2022, Online

Sports and leisure seminar

3 November 2022, Loughborough

Cemeteries and crematoria seminar

17 November 2022, Wigan

Performance networks seminar

1-2 December 2022, Blackpool

Underground refuse systems supplier event

8 December 2022, Liverpool

Facilities, catering and cleaning management seminar

26-27 January 2023, Leeds

Street cleansing seminar

9 February 2023, Solihull

The big energy summit

1-2 March 2023, Warwickshire

Parks seminar

15 March 2023, Leeds

Highways, street lighting and winter maintenance seminar

23-24 March 2023, Village Hotel Blackpool

Regional seminars

Central

Central Region AGM, 5 July 2022, Derby

The path to net zero, 15 December 2022, Hinckley

A new future for local authority leisure and culture, 17 January 2023, Wolverhampton

Northern

The Resources and Waste Strategy for England (2018) What does it mean for local authority waste services? 12 May 2022, Preston

The Environment Act 2021-How are its objectives being met in the North? 22 June 2022, South Shields

Defining and delivering the circular economy: a resources and waste perspective, 28 February 2023, Manchester

Northern Ireland

Northern Ireland AGM, 21 June 2022, Online

Digital innovations for Northern Ireland local councils, 29 March 2022, Online

Scotland

Fleet, waste & ground services seminar, 12-15 May 2022, Aviemore

Scotland Building and housing seminar, 16-17 February 2023, Marriott, Glasgow

Scotland Soft facilities management seminar, 30 March 2023, Online Event

Southern

Future focus seminar, 7 July 2022, London

Southern Region Parks and open spaces seminar, 24 November 2022, London

Equality, inclusion & diversity seminar, 15 March 2022, Microsoft Teams

Wales

Wales AGM & Strategic Forum: The future welsh local government workplace, 12 July 2022, Miskin

Appendix 7: Award Winners 2022-2023

APSE Service Awards 2022-2023

Award	Winner
Overall council of the year	Eastleigh Borough Council
Best Workforce initiative	Plymouth City Council
Best Housing, Regeneration or New Build initiative	Sunderland City Council
Best Efficiency and Transformation initiative	Liverpool Streetscene Services Ltd
Best Health and Well-being initiative (inc. Social Care)	Armagh City, Banbridge and Craigavon Borough Council
Best Public/Private Partnership Working initiative	Lendology in association with South West Councils
Best Collaborative Working initiative (with other public sector or third sector)	Mid and East Antrim Borough Council
Best Commercialisation and Entrepreneurship initiative	Swansea Council-Swansea Market: At the heart of the city centre and the local economy
Best Community and Neighbourhood initiative (inc. Community Safety)	Wakefield Council
Best Innovation or Demand Management initiative	Durham County Council
Best Climate Change initiative	Lancaster City Council
Best service team: Housing, Construction and Building service	Fife Council
Best service team: Catering service	Stockton on Tees Borough Council
Best service team: Facilities Management and Building Cleaning service	Telford and Wrekin Council
Best service team: Highways, Winter Maintenance and Street Lighting service	Conwy County Borough Council
Best service team: Transport and Fleet Maintenance service	Eastleigh Borough Council
Best service team: Waste Management and Recycling service	East Riding of Yorkshire Council
Best service team: Street Cleansing and Streetscene service (Public Realm)	Nottingham City Council
Best service team: Parks, Grounds and Horticultural service	Lambeth Council
Best service team: Cemetery and Crematorium service	Cardiff Council
Best service team: Sports, Leisure and Cultural service	Reading Borough Council
Best service team: Environmental Health, Trading Standards and Regulatory service	Wigan Council

APSE Performance Networks Awards 2022-2023

Service area	Best performer	Most improved performer
Building cleaning	East Renfrewshire Council	Gateshead Metropolitan Borough Council
Building maintenance	South Ayrshire Council	Durham County Council
Catering	Derbyshire County Council	Oxfordshire County Council
Cemeteries and crematoria	Knowsley Metropolitan Borough Council	Flintshire County Council
Parks, open spaces and horticultural services	Eastleigh Borough Council	Stockton-on-Tees Borough Council
Refuse collection	West Lindsey District Council	North Lanarkshire Council
Roads, highways and winter maintenance	Wigan Metropolitan Borough Council	Milton Keynes Council
Sports and leisure facility management	North Lincolnshire Council - Riddings Pool	North Lincolnshire Council-Ancholme Leisure Centre
Street cleansing	Eastleigh Borough Council	West Lindsey District Council
Street lighting	Wigan Metropolitan Borough Council	Falkirk Council
Transport	Sheffield City Council	East Renfrewshire Council

Appendix 8: Briefings and Research

2022-2023

23-15	SEND and alternative provision improvement plan	22-43	Scottish Fleet, Waste and Grounds Seminar 2022: Report Back (Waste)
23-14	Nationally Significant Infrastructure Projects action plan	22-42	Scottish Fleet, Waste and Grounds Seminar 2022: Report Back (Grounds)
23-13	State of the Market: Local Authority Building Maintenance 2022	22-41	State of the Market 2022-Refuse
23-12	Parks Trend Analysis	22-40	The Contribution Community Tree Nurseries Could Play in Expanding Tree Cover Through the Supply of High-Quality Tree Stock for Tree Planting
23-11	Street Cleansing Trend Analysis	22-39	#APSE22-Report back from the APSE Annual Seminar 2022
23-10	WISH Position statement 1 March 2023	22-38	Local authority cemetery memorial ideas
23-09	Cemeteries and Crematoria Trend Analysis	22-37	Risk assessments and training requirements for litter picking along dual and single carriageway roads
23-08	Transport Trend Analysis	22-36	Importance of the Vehicle Operator Licence
23-07	Highways and Winter Maintenance Trend Analysis	22-35	National Litter and Flytipping Strategy consultation report
23-06	Street Lighting Trend Analysis	22-34	Local Government Survey: Post-COVID Return to Office Working
23-05	Facilities Management Seminar Report Back	22-33	State of the Market Allotments
23-04	Department of Energy Security and Net Zero	22-32	Delivering Scotland's circular economy-A route map to 2025 and beyond
23-03	Will changes to working patterns drive interest in 15 minute neighbourhoods?	22-31	The Levelling Up Parks Fund 2022
23-02	Net Zero review summary	22-30	Transport and Fleet Trend Analysis
23-01	Delivering a Successful Deposit Return Scheme in England Wales and Northern Ireland-DRS Government Response January 2023	22-29	Highways and Winter Maintenance Trend Analysis
22-58	State of the Market 2022-Highways Services	22-28	Street Lighting Trend Analysis
22-57	State of the Market 2022-Street Lighting	22-27	Trees, Levelling Up and Heatwaves 2022
22-56	State of the Market 2022-Winter Maintenance	22-26	Bees Needs Week
22-55	State of the Market 2022-Transport & Fleet	22-25	Local authority public conveniences
22-54	Heat in Buildings Public Engagement Strategy Call for Evidence (Scottish Government)	22-24	Proposed Domestic Building Environmental Standards Scotland Bill Consultation
22-53	Wellbeing Economy Toolkit: Supporting place-based economic strategy and policy development (Scottish Government)	22-23	Ash Dieback Survey Results 2022
22-52	Legal Requirement for local authorities to comply with the existing requirements for waste containing Persistent Organic Pollutants (POP's) with particular reference to Waste Upholstered Domestic Seating	22-22	Pay rates amongst refuse workers in the UK: An analysis of the challenges facing the sector
22-51	Allotments and community growing: the impact of Part 9 of the Community Empowerment Act (Scottish Parliament Local Government, Housing and Planning Committee report)	22-21	Consultation on environmental targets
22-50	Scottish Parliament's Local Government, Housing & Planning Committee-Community Planning Enquiry	22-20	Local authority cleaning services State of the Market 2022
22-49	Social Media Acceptable Use Policies for Council Pages	22-19	Local authority catering services state of the market 2022
22-48	State of the Market 2022-Sports and Leisure	22-18	Parks Seminar 2022 Report Back
22-47	Autumn Statement 2022: APSE Briefing and Analysis	22-17	Highways Seminar 2022 Report Back
22-46	Cycling Framework and Delivery Plan for Active Travel in Scotland 2022-2030	22-16	Registration of Plant Protection Products
22-45	Voluntary Carbon Markets and Offsetting; A report of the Committee on Climate Change	22-15	Cemeteries and Crematoria-State of the Market 2022
22-44	Scottish Fleet, Waste and Grounds Seminar 2022: Report Back (Fleet)	22-14	Street Cleansing Seminar 2022 Report Back
		22-13	Environment Act Seminar Report Back-How will the Act contribute to climate change actions within local councils
		22-11	State of the Market in Street Cleansing and Streetscene Services 2022

Appendix 9: APSE Solutions client list and APSE partners 2022-2023

Associates

Bill Buckley, Adnan Khan, Allan Howie, Andrew Kelly, Andrew Uprichard, Andy Cadman, Mark Arnold, Bernard Sheridan, Craig Chandler, Cathy Aubertin, Chris Frake, Claire Hutley, Colin McInnes, Darrin Mellor, Dave Henrys, David Robertson, Eddie Hart, Elaine Melrose, Gary Hughes, Gary Withington, Ian Jones, Jim Maguire, Lee Snashfold, Louise Bradney, Maria Kelly, Matt B Jackson, Matthew Heath, Matthew Lee, Matthew Ling, Jeff Whittingham, Mel Henley, Rob Bellamy, Mike Keating, Paddy Knowles, Paul McHenry, Pete Johnson, Peter Appleton, Philip Gilmour, Richard Hayes, Rob Dawson, Sam Grant, Sharon Jarvis, Terry Penhaligon, Tim Blowers, Tom Jarman

Clients

Angus Council, Armagh City Banbridge and Craigavon Council, Babergh & Mid Suffolk District Councils, Barrow-in-Furness Borough Council, Bath & North East Somerset Council, Bedford Borough Council, Birmingham City Council, Bournemouth Christchurch & Poole Council, Buckinghamshire Council, Cannock Chase District Council, Cheshire West and Chester Council, City of Edinburgh Council, Clackmannanshire Council, Crawley Borough Council, Derbyshire Dales District Council, Dudley Metropolitan Borough Council, East Riding of Yorkshire Council, Eastleigh Borough Council, Eden District Council, Falkirk Council, Gloucestershire County Council, Halton Borough Council, Islington London Borough, Leicester City Council, Local Government Staff Commission (NI), London Borough of Hounslow, Midlothian Council, Milton Keynes Council, Newcastle-Under-Lyme Borough Council, Newham London Borough, Newry Mourne and Down District Council, Nottingham City Council, Orkney Islands Council, Oxfordshire County Council, Powys County Council, Preston City Council, Sheffield City Council, Shropshire Council, South Derbyshire District Council, South Essex Homes, South Tyneside Metropolitan Borough Council, Southwark London Borough, St Albans City District Council, St Helens Metropolitan Borough Council, Stirling Council, Torfaen County Borough Council, UBICO Ltd, UNISON Wales, Wakefield Metropolitan District, West Berkshire Council, West Lothian Council, Wirral Metropolitan Borough Council



Alderman Tommy Nicholl MBE, APSE National Chair 2022-2023



Appendix 10: Staff and Resources



Mo Baines

Mo is the Chief Executive with overall strategic responsibility for the finance management and development of APSE's services across the United Kingdom. Mo reports to APSE's National Council.



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.



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.



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.



Fiona Sutton-Wilson

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



Lindsay Airey

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.



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.



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.



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.



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.



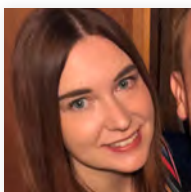
Matt Ellis

Matt is the Principal Advisor for APSE Northern Ireland as well as taking a strategic lead on research and communications



Rob Bailey

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



Charlotte Banks

Charlotte is the Principal Advisor for APSE Energy



Emma Taylor

Emma is a Senior Consultant with APSE Solutions.



Amy Caldwell

Amy is Senior Training Officer



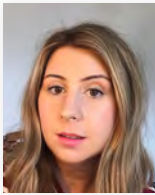
Laura McNab

Laura is a Finance and Business Support Assistant within the APSE Scotland Office.



Shami Scholes

Shami is the Research and Business Support Officer within the APSE Southern Office.



Jennifer Stanley

Jenny is the Performance Networks Membership Engagement & Marketing Officer.



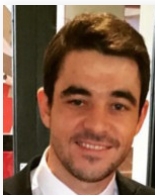
Wai Lee

Wai is the Finance Manager.



Mike Egerton

Mike is the Conference and Sponsorship Programme Manager.



Ryan McNally

Ryan is a Data Analyst.



Cheryl Walker

Cheryl is a Performance Networks Officer.



Andy Derbyshire

Andy is a Data Analyst.



Nathan Horrocks

Nathan is a Client Coordination Officer with APSE Solutions.



Rebecca Hayes

Rebecca is a Data Processing and Analysis Officer.



Alistair Holcroft

Alistair is an I.T. Officer



Lyndsey Moffat

Lyndsey is a Finance and Business Support Assistant within the APSE Scotland Office.



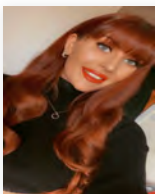
Garry Lee

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



James Jefferson

James is an Energy Officer



Megan Butterworth

Megan is a Business Support Assistant.



Maria Kenny

Maria is a Business Support Assistant.



Olivia Giles

Olivia is a Training Officer.

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