



Association for Public Service Excellence  
**Annual Report 2024**





# The **BIG** Picture



**98%**

Customer satisfaction rating



**5,025**

Delegates at APSE events or training courses



**35**

Seminars



**1,692**

Network query reports



**54**

APSE briefings



**9**

APSE publications

**2023-2024**

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# Preface

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## **Councillor Jacqui Burnett, APSE National Chair 2024**

In September 2023, in the lovely city of Belfast, I made my inaugural speech to the APSE Annual General Meeting having taken over the mantle from my dear colleague Alderman Beth Adger MBE. I must pay tribute to Beth for her leadership and friendship and leaving me with an organisation where our culture is one of a family, forged by our mutual respect. My colleagues on APSE's National Council could not have been more supportive to me as National Chair. I am not sure where the last year has gone to as it seems to have flown by, but I am grateful to all my colleagues for their support and wisdom.

During the past year I have sought to deliver on the pledges I made during my inaugural speech to our APSE members.

I set out to ensure that APSE's advocacy work on behalf of our member councils would be front and centre of our approach to the year. Ensuring engagement across the UK. At the centre of this I pledged to make certain that a strong public service ethos would run through APSE's work programme, and we would strive for excellence across all our public services. Moreover, I made a commitment that APSE would continue to campaign for public services that are equitable and accessible for all in our communities.

To deliver on these promises during 2023-2024 APSE has developed a brand-new training course which is focused on equalities in frontline service delivery which complements existing work on delivering a now annual Equalities, Inclusion, and Diversity Seminar. We have also

responded to enquiries and consultations across UK administrations stating the case for excellence in local government frontline services. Our research work has exposed the parlous state of the local government workforce where we struggle to recruit across all grades and all services.

Continuing the theme of equity and accessibility I was proud to help launch new research during my term of office. "Striving to Thrive: Councillors' reflections on local democracy" in association with Staffordshire, De Montfort and other university partners. The research highlighted that we have barely shifted the dial on the demographics of our local councillors and more must be done to reflect the communities that they serve. Sadly, the research also highlighted the appalling levels of abuse faced by elected members during the course of their councillor work. It is a growing problem with social media playing no small part in this phenomenon.

During my term of office, I have also strived to ensure that APSE's operations and platforms are secure for the future. I have collaborated with my National Council colleagues, APSE's Chief Executive and the secretariat team to consider future operating models for the association. I have ensured that our services align to our membership but that the association remains responsive and adaptable to the needs of the membership.

It would be remiss of me not to mention the sterling support I have had throughout the year from Colin Rowland who has served as APSE's National Secretary. Colin has brought wisdom and support every step of the way and I am forever grateful for his advice and guidance.

APSE is nothing without its members so I would like to thank each one of our member councils; their good officers, elected members and our trade union colleagues for their support to the vision of APSE, for excellence in frontline services.

**CLlr Jacqui Burnett, APSE National Chair 2023-2024**

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# Foreword

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## **Mo Baines, Chief Executive, APSE**

The past year has been incredibly busy for the APSE secretariat and our National Council members.

Aside from the front-facing services to our member councils we have continued to strengthen the foundations of APSE through reviewing a number of structural, legal and organisational issues. Our first ever Environmental Social and Governance (ESG) strategy created a prism for our actions both within and outside of our organisation.

Our National Council should all be commended for their commitment to our non-executive director training programme with the vast majority of the National Council members receiving their certified completion in the 2023-2024. I would like to thank them for their dedication and enthusiasm.

The establishment review of March 2023 commenced implementation in April 2023 and is now complete. APSE recruited, for the very first time its own apprentices in the business resources and finance teams. The establishment review created opportunities for many APSE staff who have progressed within the organisation and opened up further opportunities for new recruits.

APSE's ethical offering means that the association remains as a go-to choice for support on local government frontline services, with members assured that public money goes back into services which support them and not to shareholders. However APSE has, during the course of the last year, reviewed its status as an unincorporated

association and whilst this form has held good since its inception, and indeed from its predecessor organisation for over four decades, a recent review has concluded that in the coming year, based on work undertaken during 2023-2024 a trading subsidiary may benefit the association. This will be an ongoing workstream as we enter into 2024-2025.

As can be evidenced by the finance report the association continues to exceed the targets set in the 2023-2026 business plan. I would like to thank the APSE Heads of Service for their support in delivery alongside their dedicated teams working across the APSE Secretariat.

Whilst 2023-2024 was beset by much political uncertainty at Westminster which has clearly impacted on local government in terms of both policy and funding confidence, it would be remiss not to reflect on similar turbulence across the UK with a new First Minister in Scotland, Humza Yousaf, who was replaced just over a year later by John Swinney. Over in Wales the expected resignation of Mark Drakeford as First Minister of Wales, resulted in another short-lived appointment in Vaughan Gething, quickly followed by the appointment of Eluned Morgan, who, subject at the time of writing to the recall of the Senedd, will become the first woman to hold the post of First Minister of Wales. In Northern Ireland after a two-year hiatus the Northern Ireland Assembly was restored with Michelle O'Neill appointed as First Minister.

The APSE secretariat faced its own changes during 2023-2024 with the retirement of our long-serving Head of APSE Solutions, Andy Mudd. Andy dedicated near to 25 years to APSE using his expert knowledge to support local government frontline services and authoring many research papers including subjects such as Best Value and Social Housing. Andy will be missed by his secretariat colleagues and APSE National Council, but thankfully he will remain supporting local councils as an APSE Associate. Wayne Priestley, our specialist on all things 'green' also retired but his dedication to parks, biodiversity, rewilding and of course Bees, continues with Wayne now delivering specialist courses through APSE Training. Thanks also goes to Cllr Steve Pearce, the APSE Southern Vice Chair and longstanding advisory group chair who retired in May this year, and Cllr Julie Simpson, who served APSE's northern region for many years as Co-vice Chair and supported APSE's work on education catering as Advisory Group Chair. Thanks also to Russell McCutcheon, who after many years has stepped down as APSE Scotland Secretary.

In commending this annual report to you may I extend my thanks to all the APSE member councils across the UK who show their unstinting support to APSE. May I also thank our National Council, Advisory Group Chairs and Secretaries and the APSE secretariat team for their dedication to all things APSE. Finally sincere thanks to Cllr Jacqui Burnett who has served as APSE's National Chair and Colin Rowland, who has served as National Secretary during 2023-2024. I am forever grateful for their unending support and wisdom.

**Mo Baines, Chief Executive, APSE**



SWANSEA  
**ARENA**  
ABERTAWE



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A spiral-bound notebook with a calendar page is shown against a purple background. A black pen lies diagonally across the notebook. The calendar page displays a grid of dates from 1 to 31, with the word 'SUN' visible at the top right. The notebook is open to a page showing a calendar grid. A black pen is positioned diagonally across the notebook, pointing towards the top right. The background is a solid purple color.

Section 1

# The Year in Profile

"A fantastic investment of time in gaining valuable insight, latest policy updates and networking. I'd recommend the APSE Big Energy Summit to any local authority officer, new and experienced."

**Oxfordshire County Council**

"We as an organisation were always happy to be supported by APSE solutions, as the managers that we were allocated were highly skilled and had previous experience of working in Local government. This helped when attempting to embed those roles into a council environment. As a manager the process was clear and concise, providing a clear brief for the APSE team and they did the rest. It is a pleasure working with APSE solutions."

**Wakefield Metropolitan District Council**

"As usual a very informative, engaging and thought-provoking conference. Great opportunities for networking and speaking to exhibitors. Good variety of topics covered and good mix of speakers."

**East Ayrshire Council**

"I just wanted to thank you for the course. I found it very useful and engaging, and really enjoyed it. It was excellently delivered and a real credit to the resilience and adaptability of APSE."

**South Kesteven District Council**

## Local Government Finance

Pressures on APSE member councils continued throughout the year. Some well-recognised sources of pressure in adult and children's services did not abate despite interventions aimed at addressing the pressures. The Children's Commissioner for England found that 83,840 children at the end of March 2023, or about one child in every 140 children were in care. Similarly, across the UK pressure on both adult and children's services continued. However, adults and children's services are only an issue for some APSE member councils with those responsibilities.

In other areas the rising costs of homelessness provision, asylum support and unaccompanied children has impacted on council finance, alongside Special Educational Needs (SEND) transport. The year saw a 17% rise in the number of households in temporary accommodation, which often has an impact across the UK and arguably a disproportionate impact on district councils, with costs increasing on temporary accommodation by around 35%.

The funding pressures in these areas therefore skew finances away from the day-to-day neighbourhood level services. Leisure services, particularly those providing local swimming pools, have struggled with the ongoing energy costs, alongside in many cases, facilities that are outdated and therefore more expensive to operate. Within parks and public realm, the long-term decline of funding continues to challenge the maintenance and upkeep of these much-valued public assets. Planned changes to waste and resources, which many welcome from an environmental perspective, bring unfunded or inadequately funded new burdens, whilst in Highways the recently released statistic from the Asphaltic Industry Alliance suggests that 15 years or less of structural life is remaining, and that £16.3 billion is now needed to tackle the backlog of carriageway repairs in England and Wales.

Rumours of a General Election beset much of 2023-2024 and this created further uncertainty for local government finance, with the sector calls for long-term funding to be prioritised, and a need for investment in housing, and social care, to curtail the seeming perma-crisis in funding.

A minimum pay increase of £1,925 for the majority of local government frontline workers was applied backdated to the 1 April 2023. Whilst this was the right thing to do, which went some way to addressing the historic decline in pay rates, it was nevertheless unfunded. Whilst adding to local government finances on frontline services at the other end of the scale it has appeared to do little to stem the issues of recruitment and retention across the sector. Meanwhile whilst inflation has started to drop it remained prevalent as an issue in areas which rely upon goods such as fuel and food to maintain service, notably in waste, highways, and education catering.

## Climate change and ecological actions

It is estimated that over 95% of the UK population now live in areas covered by a climate emergency declaration by a local council body. Climate change continues to dominate the narrative of local, national and global politics. Funding climate change and ensuring a just transition to a greener economy remains contested.

APSE continues to support its members through the climate change and renewables advisory group but across all its networks climate change considerations dominate service delivery issues. APSE Energy is actively working with a number of local councils in decarbonisation plans for local authority assets, like leisure centres, whilst research on planning for climate change has provided member councils with useful reference points to ensure that their ambitions can be matched by actions in any new developments.

Financing climate change action is currently subject to many bidding systems, with some calling for private sector led funding models. APSE has urged caution on this approach. The costly lessons of PFI should not be repeated and whilst some schemes will inevitably mean a partnership approach to achieve the scale needed in many cases cooperation across the public sector, and scale through locally led projects may prove more cost effective in the longer term.

APSE has also highlighted that in areas like waste and resources, the opportunities for investment led carbon savings and development of green waste processing here in the UK, provides opportunities for decarbonisation as well as green jobs, skills, and growth. APSE has continued to champion investment in leisure services given the significant carbon footprint of facilities such as swimming pools. In partnership with APSE training, opportunities to be both carbon literate and take decarbonisation actions across frontline services has been at the heart of developing new courses to support areas as diverse as school meals and cemeteries and crematoria services. In addition, a number of training courses, seminars and webinars have taken place to consider the impact of Biodiversity Net Gain with APSE championing the opportunities for the local authority parks sector to be involved in local schemes to attract funding.

Whilst there is some diversification across the UK with differing policies in Scotland, Wales, and Northern Ireland, to those in England the challenges remain remarkably similar; make a fair and cost-effective transition to a greener economy and greener services and develop approaches whilst having to 'get on with the day job.' To make the measurement of progress a bit easier for our member councils APSE performance networks has successfully launched a new data reporting service for councils which will benchmark key stages in climate change actions.

## **Levelling Up, Local People and Local Economies**

The Levelling-up and Regeneration Act received Royal Assent on 26 October 2023. Running to some five hundred pages the Act was described as a 'Christmas Tree' where many new things were added as it proceeded through Parliament. Despite the fanfare that heralded the Levelling Up strategy much criticism has been made of the approaches to award funding through competitive bidding systems which left some with multiple unsuccessful bids whilst other areas, secured a number of funding pots.

As the Act was essentially an enabling piece of legislation, requiring further provisions to be made by virtue of enacting other measures, such as Statutory Instruments, it may be that some parts of the Act are defunct as the new government elected in July 2024 (post the scope of this report) bring forward their own plans and policies.

Whatever the statutory framework it is clear that local government remains the anchor in local places. The ongoing cost-of-living crisis has created pressures that remain on council services, from support services through to welfare. Areas like school meals, warm hubs in winter, and holiday play schemes add value to local people and create the safety net that is often missing within national welfare structures.

The focus on local economies has been the centre of debate on issues of national growth across the UK. Many in local government argue, quite rightly in APSE's view, that growth cannot be achieved without a focus on local areas. In particular the need for more affordable and secure housing, effective local transport systems, and local public realm and infrastructure.

Innovative councils have successfully taken matters into their own hands, working to secure partnerships, funding and plans that keeps resources and job opportunities at a local level. APSE has supported councils with these endeavours through exploring local liveable areas, the value of integrating council frontline services into development and economic growth and making the case for investment.

This agenda has also been supported through work to ensure that frontline service strategies are geared towards supporting better outcomes for local people including the value of physical activity supported by good leisure, parks, public realm, street lighting and highways services. This alongside the climate change mitigation and adaptation measures when securing local economic development and renewal, provides a holistic vision for local economies and local people.

## **Insourcing, Service Delivery and Procurement**

The year 2023-2024 witnessed some seismic changes on legislative issues including post-Brexit matters and procurement.

The Procurement Act 2023 received Royal Assent on the 26 October 2023 and is now therefore on the statute books. Some implementation provisions were delayed at the point at which Parliament was prorogued because of the General Election being called, though it is widely expected that provisions made in the Act will come into force in October 2024. Once fully in place the Act will replace the Public Contracts Regulations 2015, the Concessions Contracts Regulations 2016, and the Utilities Contracts Regulations 2016. These changes apply to APSE member councils in England, Wales, and Northern Ireland. For APSE members in Scotland, they will continue to have a separate set of rules governed by the Scottish Parliament but in reality the rules are similar across UK administrations.

The Act unexpectedly attracted a great deal of debate and amendments with some initial concerns within the local government sector that it could limit Teckal exemptions on inter-authority trading arrangements. The initial drafts of the National Procurement Policy Framework whilst intended to cover issues such as social value, was criticised as this sits outside of the Act with many arguing that matters of such importance should have been included on the face of the Act rather than in guidance that can be varied at will by the relevant Secretary of State. APSE alongside its work on exploring the Act supported the development of a Private Members Bill to introduce a 'Buy British Bill' to support UK manufacturing, supplies and businesses with this being seen as something which could strengthen social value approaches by local government.

The Retained EU Law (Revocation and Reform) Act 2023, a long-awaited piece of post-Brexit legislation came into force on 1 January 2024. This Act is designed to draw the UK further way from laws which were implemented in effect because of the UK's former membership of the European Union. The scope of the Act is wide-reaching, and its full impact remains uncertain.

Such changes do not alter the fundamental ability for local councils to directly provide services. Insourcing is a viable option to be considered in all service reviews of outsourced contracts and is increasingly recognised. With the ongoing strain on finances insourcing continues to provide councils with an opportunity to reset their service provision, allowing better working across different departments and disciplines and removing client-side management costs from the outsourced work.

An area where there is much greater potential to insource, and to save substantial money is that of social care. In both adult and children's services the market-led model and the use of care homes as an asset class for investment purposes has inflated the cost of care to councils. Discussions in Scotland and Wales has found staunch support for a new delivery model in care services, with options to recalibrate the services back to a presumption of the council as a direct provider. However rebuilding capacity will be a challenge for the sector and this approach will require capital investment to generate the future revenue savings.

## **Across Frontline Services**

APSE's USP remains supporting local government frontline services delivered at a neighbourhood level. During 2023-2024 APSE supported the frontline through exploring public sector policy challenges, the financing of frontline services and workforce matters.

Once again services such as advisory groups, briefings and roundtable events allowed member councils through the APSE networks to share best practice and consider the implications of changes in approaches or legislative requirements.

Delivering core environmental services within England, Wales, Scotland, and Northern Ireland are now much more focused on ensuring delivery plans align with climate change objectives. However, within such services resources remain squeezed and new demands add to the burden. Whilst changes in 2023-2024 were expected the views of the sector have not always materialised into a coherent policy context; for example the simpler recycling rules will require new vehicles and plants within local authorities, whilst other planned approaches such as extended producer responsibility (EPR) have stalled thus delaying finances to councils.

Evidence sessions to parliamentary committees on the intrinsic value of parks, greenspace and public realm showcased how such services and amenities could be used to tackle ill-health and APSE was strong in its call for these services to not just be recognised, but rewarded with settled and appropriate finances, to reflect the contributions made to local health and wellbeing outcomes. Reflecting the value of local ecological systems and biodiversity 2023-2024, APSE launched research on biodiversity and rewilding and continued to share best practice on tree planting schemes and grassland management.

Highways and Street Lighting have once again reignited the debate with industry partners as to the state of the national highways asset. Whilst street lighting services have vastly improved their carbon footprint and continue to do so the situation on core highways services is one that is beset by the need for a multi-billion-pound investment strategy. Similarly, within sports and leisure, APSE has highlighted the inadequacy of the funding model which for too long has treated the service as being 'traded', ignoring the core aim of public provision to meet the needs of local communities, not a commercial model of delivery that only serves a much narrower user profile.

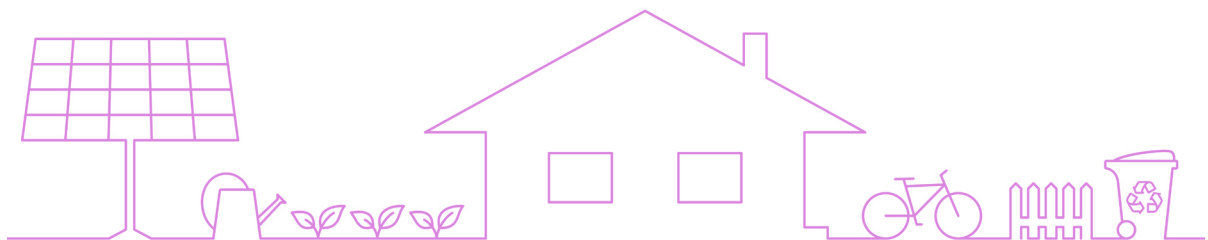
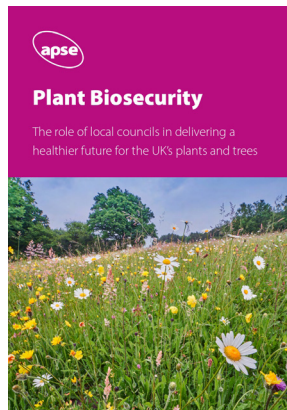
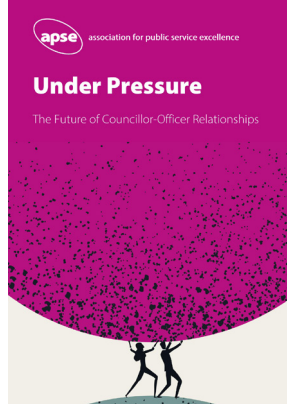
APSE's work with LACA ( the school food people ) has continued to demonstrate the differences in funding between England, Wales and Scotland on Free School Meals (FSM) and breakfast clubs with English authorities faring worse overall, and even then within England the London Mayor's decision on FSM, whilst welcomed by the sector has created a further gap between London and other councils in England. The soft FM sector remains beset by a part-time workforce model where objectives by local authorities to ensure fair wages are frustrated by the school funding model whereby funds are passported directly by the DFE, in England, making assurances such as fair wages for a workforce of part-time women workers, much harder to enforce.

Whilst the new government's announcements on housing and planning reforms have yet to be fully explored (and are outside the scope of this report) it is notable that many of the announcements start to address the issues that APSE has identified over many years, and which remained across the year. The lack of affordable and new council homes continued to exacerbate the issues of homelessness support and families in temporary accommodation. The issue of building safety remained at the forefront of work with APSE's building maintenance networks, particularly those charged with the delivery of repairs and maintenance services on council homes.

Although a number of English councils have insourced former Arms-Length Management Organisations (ALMOs) services, Scotland and Wales remain clearly differentiated. APSE has encouraged local authorities to develop construction apprenticeships, supporting both housing delivery and local economic growth. Scotland remains a frontrunner in local authority apprenticeship developments, rewarded by APSE's annual apprenticeship awards.

Across frontline services the APSE networks remain a source of support and guidance as well as the nucleus of APSE's research programme development. The interface of APSE's core membership with its traded services of Training, Solutions, Performance Networks and APSE Energy provides a unique offering to local authorities.

# APSE Publications 2023-2024



An aerial photograph of the United States with a red outline highlighting the APSE (Atlantic Piedmont States) region, which includes parts of Virginia, North Carolina, and South Carolina. The text is overlaid on the map.

Section 2

# **A Focus on APSE near you**

**34**

**Member Councils  
Scotland**

**58**

**Northern Region  
Member Councils**

**91**

**Southern Region  
Member Councils**

**16**

**Member Councils  
Wales**

**34**

**Central Region  
Member Councils**

**12**

**Member Councils  
Northern Ireland**



## **APSE Wales**

At the APSE Wales 2023 AGM, a schedule of reinvigorated programmes was approved. The secretariat support to Wales was reallocated to Matt Ellis towards the end of 2023.

Cllr Andrea Lewis, Deputy Leader of Swansea Council, was re-elected as Wales Chair in July. Chris Cutforth from Swansea Council remained as National Secretary and Cllr Mark Wilson of Vale of Glamorgan Council was elected as Deputy Chair. Matt Wakelam, Assistant Director - Street Scene, Cardiff City Council was elected as a National Council representative and Cllr Dave Hughes of Flintshire was affirmed as a National Council substitute.

On Friday 2 February, APSE Wales held a Housing, Homelessness and Community Support Webinar. The meeting looked at the impact of social housing provision, homelessness, asylum seeker support and the cost-of-living crisis. Chaired by Cllr Steve Hunt, Leader of Neath Port Talbot Council, speakers included Clarissa Corbisiero, Deputy Chief Executive at Community Housing Cymru and Cllr Lynda Thorne, Cabinet Member Housing and Communities at Cardiff Council. The event was attended by 51 delegates across 17 of the 22 Welsh local authorities.

On 8 May, a free online event for APSE Wales members was held focussing on the Welsh Government target to plant 86 million trees by 2030. A range of speakers presented at the webinar including Cllr Michael Michael, APSE Wales Neighbourhood Services Chair; Cllr Mark Wilson, Vale of Glamorgan Council; Jerry Langford from Coed Cadw, and Sabine Nouvet from RSPB Cymru. The event was attended by 23 delegates across 11 authorities.

APSE was represented at the Plaid Cymru spring Conference in Llandudno in March. Though it had intended to be represented at the Welsh Labour Conference, following the announcement of the UK General Election, the event was postponed.

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

## **APSE Northern**

Cllr Tracey Dixon, Leader of South Tyneside Council was elected as Northern Chair for 2023-2024, and Anita Brown (Stockton-on-Tees Council) was re-elected as Northern Secretary for 2023-2024. Cllr John Kerr-Brown, the previous chair has now taken on the role of Vice Chair.

APSE Principal Advisor for the Northern Region, Wayne Priestley, took retirement at the end of September and has been replaced by Rob Bailey who previously covered Wales. Glynn Humphries, Director Communities, Environment and Climate Change at Wakefield Council and a Regional APSE officer also took retirement and has since joined APSE as an Associate in the Solutions team.

Regional Forums have taken place in-person during 2023 and have included a well-attended seminar on re-wilding. Northern members have also been very actively 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 2023/2024 remained high with 6 winners at the APSE Annual Service Awards, 9 winners in APSE's Performance Networks Awards 2023 and 3 innovation awards winners, showing the wealth of expertise and best practice taking place in the region.

APSE membership in the Northern region has seen slight changes due to the formation of three new Unitary authorities in North Yorkshire: Cumberland; and Westmorland and Furness Council. These came into being on 1 April 2023 leaving Lancashire and Lincolnshire as the only remaining two-tier authorities in APSE Northern region.

## **APSE Southern**

The role of Chair for APSE Southern 2023/2024 was held by Chair Cllr Jacqui Burnett, Luton Borough Council, the role of Vice Chair being held by Vice Chair - Cllr Steve Pearce, Bristol City 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 over 2000 colleagues engaging with APSE through the region's advisory group networks, training and national seminars attendance in the period. Southern region members utilised other core services, including Performance Networks, Solutions and Energy.

The region organised another APSE Equalities, Diversity and Inclusion seminar, Waste and Recycling Seminar, and Street Cleansing seminar. The Southern region also ran a Southern Future Focus seminar, Southern Parks and Open Spaces seminar, and Southern Sports and leisure 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 Performance Network awards including Oxfordshire County Council and Eastleigh Borough Council.

Over the course of the financial year, we were delighted to welcome SWISCo Ltd (including Torbay), Royal Borough of Windsor and Maidenhead, New Forest District Council and Waverley Borough Council.

## **APSE Scotland**

Following APSE Scotland's AGM in 2023, Councillor Lynne Short of Dundee City Council, Councillor Judy Hamilton of fife Council and Russell McCutcheon from North Ayrshire Council were all elected into the roles of Chair, Vice Chair and Secretary of APSE Scotland for the next two years (2023 – 2025).

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 the National Litter and Flytipping Strategy, the decarbonisation targets for fleet and the new regulatory framework and guidance for the social landlords. APSE takes part in a number of working groups including the Scottish Waste Industry Training, Competency and Health and Safety Forum (SWITCH). APSE Scotland also continues to respond to consultations and give evidence to Scottish Parliament, Scottish Government and Cross Parliamentary Groups on behalf of our members including the Scottish Parliament's Local Government, Housing and Planning Committee.

APSE Scotland held a number of in person service specific events over the course of 2023/2024. In May 2023, APSE Scotland's Fleet, Waste and Grounds seminar once again returned to Aviemore with another bumper programme of speakers including Jamie Dunsmore, Head of Low Carbon Fleet and Infrastructure, Transport 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), Driver and Vehicle Standards Agency (DVSA) as well as a number of Scottish local authorities. The event once again sold out with a record number of exhibitors and delegates in attendance.

Our 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. A number of the advisory groups have specific sub-groups which also operate, these focus on key areas for the services and over the past year have included the building officers process mapping group, fleet replacement and alternative fuel groups as well as our biodiversity and grasslands management groups.

## **APSE Northern Ireland**

Following the addition of Mid Ulster District Council and Lisburn and Castlereagh City Council in April, membership for 2023/2024 now stands at all 11 Northern Ireland authorities plus Education Authority NI.

In February 2024, APSE provided evidence to the Northern Ireland Department for Communities Inquiry on the future role of elected members with Mo Baines and Matt Ellis providing evidence to the independent panel.

During the course of 2023-2024, APSE held four Northern Ireland events – two online and two in-person. On Thursday 30 November, APSE held an online seminar with a focus on encouraging physical and social wellbeing. 'Active Communities' was chaired by Northern Ireland Chair Cllr Terry Andrews and was attended by over 40 delegates and included representatives from 10 of the 11 authorities plus Education NI.

On 6 March, APSE Northern Ireland hosted a free webinar for NI members on the development of and transition to a circular economy, with a focus on the challenges facing waste and recycling teams. 'Unpacking waste and resources' included presentations from Rachael Hook, Head of Resources and Waste Strategy, DAERA; and Heidi Redmond, Circular Economy Advisor at the Strategic Investment Board.

The third event, held in-person on 6 June in Ballymena, was Enviro 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. The event was attended by 38 delegates and included representatives from all 11 member authorities plus Education NI.

The fourth event, held in-person on 3 May, was an APSE Performance Networks event in Lisburn. The event, free for APSE Performance Networks members, emphasised the importance of collecting data when delivering service transformation. The event was attended by 35 delegates.

Northern Ireland was also host to the APSE Annual Seminar which took place at the Assembly Buildings in Belfast on 13-14 September. The event was attended by over 400 councillors and officers from across the United Kingdom kindly supported by Visit Belfast.

## **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 Steve Brunt, Bolsover District Council being elected as a substitute regional secretary. Councillor John Clarke from Gedling Borough Council was elected as Vice-Chair. Councillor Bagg Shaker from Derby City Council and Councillor Bhupinder Gahkal from Wolverhampton City Council were duly elected as National Council delegates for APSE Central.

Around 50% of local authorities within the region are active APSE members. 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, public realm, and changes in waste legislation.

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 2023.

A woman with curly hair is shown in profile, smiling while talking on a telephone. She is holding a pen in her right 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**

**55**

**Awards Issued**

**52**

**APSE Solutions  
Clients**

**134**

**APSE Energy  
Members**

**11,442**

**Combined Followers  
on Social Media**

**230**

**Training Courses  
Delivered**



## The APSE Policy Framework

APSE's policy framework is set by its National Council, who in turn are the representatives of our local council members. The policy framework aims to be dynamic in response to the challenges faced by our local council members. Alongside the policy-setting role of National Council cognisance is taken of views emerging from the APSE networks, which are facilitated through member engagement such as advisory groups, seminars and events, roundtables and the research programme. The APSE Membership Resources service, delivered by the Principal Advisor team is critical to policy development and works symbiotically with APSE's traded services of APSE Training, APSE Energy, APSE Solutions and APSE Performance Networks.

The policy framework informs APSE's advocacy across the UK administrations. Thematic policy issues developed through APSE's strategic forum events, are utilised across party political and sector conferences, in evidence sessions to parliamentary committees and in response to government consultations across the UK. During 2023-2024 policy development and advocacy work has focussed on workforce matters, planning and climate change, biodiversity, greenspace and parks, the impact of the waste and resources strategy and the value of leisure services and school meals to health and wellbeing.

## Research

APSE has refocussed its research on critical frontline service issues. During the year APSE, in collaboration with research partners and academics the association produced several interesting and informative research reports. 'Making space for nature in our burial grounds' explored the practical approaches for councils to adopt in the management of burial grounds, to supporting greenspace alongside increasing biodiversity. The report also highlights the historical links between cemeteries and the natural world. In a follow-up report 'Plant Biosecurity: The role of local councils in delivering a healthier future for the UK's plants and trees' provided practical guidance to local authorities to increase awareness of how their actions can influence and improve the way we look after the UK's plants and trees; with diseases such as Ash Dieback depleting council tree-stocks this is a timely and useful guide.

The role, functions and relationships of local councillors and local government officers is complex, and one could arguably say unique. Research with academics Neil Barnett, Leeds Beckett University; Arianna Giovannini, University of Urbino Carlo Bo; Steven Griggs, Staffordshire University; David Howarth, University of Essex; Stephen Jeffares, University of Birmingham and Craig Love, University of Essex delivered a new report 'Under Pressure: The Future of Councillor-Officer Relationships' to inform local council decision-making and issues of democratic oversight on council services. A further report with De Montfort, Staffordshire and Leeds Beckett Universities reported findings of the perceptions of local councillors through detailed survey work, conducted by Dr Johnathan Rose, alongside roundtable events. Sadly, the high-level of publicity generated by this report highlighted the growing trend for local councillors to be on the receiving end of unacceptable abusive behaviours both in person and through social media platforms.

APSE's partnership with SOCITM explored the issues of digital use in frontline services. 'The Power of Digital: Understanding new technology in local government' explored how digital could support not replace frontline service delivery but called for a recognition of planned investments and skills development. Continuing the theme of frontline service improvement a new report from APSE Performance Networks 'How are local government services performing?' explored the data trends of frontline services in a diverse range of services from refuse and recycling, parks to pot -holes, and leisure to school meals, with notable analysis on cost, quality and productivity issues.

A collaboration with the National Association of Care Caterers (NACC) led to the publication of the 'Meals on Wheels Report 2023' which found a service in decline with fewer councils than ever directly providing the service. Given the service is most often used to support older people live independently in the community, with rising costs in social care it is an alarming report and suggests a false economy of service cuts.

'Planning guidance that gets results: A guide for councillors and local government officers' will no doubt continue to inform local councillors and local government officers, across different service disciplines as planning and housing forms the centre of the newly elected governments plans for growth. Developed to make sense of how councils can better influence developments and planning decisions to support greener and more sustainable local places this report will certainly form part of the lexicon of reference books for all involved in planning, housing and development.

APSE was pleased to publish during the year its latest finding on public attitudes to councils and council services. Our now annual public opinion survey with leading polling company Survation once again found that councils are trusted to deliver and frontline services are held in high regard by the general public. Like all APSE research papers 'Public Attitudes to Local Council Services 2023' is available to download for APSE members on the APSE website.

## 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 importance of plant biosecurity, the safety of elected members, councillor-officer relationships, the adoption and use of digital technologies, the role of planning within local government, and the need for a new financial settlement.

LinkedIn, as a business-oriented platform, has now emerged as APSE's premier social media channel. With the APSE LinkedIn page still averaging over 100 new followers a month, including council leaders, chief executives and senior civil servants. By the end of the APSE year LinkedIn followers totalled over 5,800, with a growth of 1,183 in the past year. There have been significant spikes in followers that align with the Annual Seminar in 2023 and the Big Energy Summit held at the start of 2024 with related posts enjoying some of the highest engagement figures.

X (formerly Twitter) remains a useful platform particularly for events, allowing rapid updates and live tweeting. The combined followers of the APSE News and APSE Events accounts currently stands at over 5000– engagement with posts is expectedly lower than on LinkedIn in terms of likes and reposts, but it is still a very visible channel for APSE promotion and communications. The APSE YouTube channel is maintained and utilised on a more bespoke basis for communications.

The APSE Website continues to generate media leads for APSE comments, quotes and articles with the national press including: BBC News; the Daily Record; the Daily Express 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, Open Access Government, Public Sector Catering, Care Management Matters, Highways Magazine and Local Government Lawyer. Additionally, APSE (particularly APSE awards) has featured in a range of regional press outlets including: the London Post, Wales Online, the Wigan Observer, the Shields Gazette, the Grimsby Telegraph and Richmondshire Today. UK wide and regional coverage is monitored using a bespoke media software package.

WhatsApp Groups set up during the pandemic remain as a means of communication though less active than during the pandemic some groups remain as 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 2023, five full online editions were produced with pieces re-run on the APSE News pages of the website and with links posted in LinkedIn and X, we are on track to deliver six editions in 2024. 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 magazines 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 made a net profit of £29,125 over the past six months. The most recent issue of Direct, the Aviemore edition, made profit of £7308, demonstrating the magazine's continuing importance as an income stream; income which in turn supports APSE's services to its membership.

## Seminars and awards

APSE continues to support its member's need for networking opportunities through a busy schedule of seminars, summits and forums. Utilising event spaces across the UK and attracting local government suppliers for internal and external trade

shows, saw APSE complete a full seminar programme of 35 national, online 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 maintained focus on making events as sustainable as possible whilst retaining the needs of delegates and exhibitors.

APSE continues to mix one-off seminars focusing on requested crucial issues in local government, including 'Making space for nature in burial grounds', biosecurity, and building safety seminars, along with the annual service specific conferences. Satisfaction levels amongst delegates remains high with 95% of attendees rating APSE seminars and events as excellent or good. APSE seminars and events continue to attract high-profile speakers including Lord Gary Porter CBE, Sharon Hodgson MP, Chair of the APPG for School Foods, Patrick Allcorn, Head of Local Net Zero at DESNZ and Spencer Clarke, Interim Head of Property, Family and Trust Law, The Law Commission, alongside local authority Chief Executives, Corporate Directors, industry leaders and academics.

The data speaks to the value of these events with 5025 delegates attending a seminar or training course, representing 488 different local government organisations, during the year.

APSE exhibitions remain popular, with over 212 local government suppliers marketing 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 2023, held at the iconic Titanic venue in Belfast, was hosted by Presenter and Broadcaster, Sarah Travers, and was attended by over 300 guests. Wigan Metropolitan Borough Council took home the Overall Council of the Year award.

APSE have continued to focus on venues and suppliers that align with its Environmental, Social and Governance framework, ensuring each hotel, conference centre or event space, are a living wage employer, have close public transport links, and have a food waste procedure in place.

Mike Egerton continues working 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.



**The pressure on plots: APSE on BBC Breakfast**



**Best Service Team: Housing, Construction and Building Service - Swansea Council**



**APSE Annual Seminar 2023 Highlights**



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



## **Advisory groups and strategic forums**

Membership advisory group networks continue to be a valuable resource with member councils able to access the networks online, with occasional in-person meetings. Strategic forums tend to centre around specific area or political party events with some groups held online to respond to emerging issues. The delivery of the groups ensures ease of access for APSE members and maximises opportunities for members to participate and engage with APSE services. 55 online advisory groups took place during the year with 2199 attendees.

The strategic forum programme of in-person events for 2023-2024 resulted in APSE organising a plethora of events and party-political fringe meetings both online and in person including the SNP Local Government Conference, the Conservative Councillors Association Conference, the Plaid Cymru Spring Conference, the Association of Liberal Democrat Councillors Conference, the Association of Labour Councillors and LGA Labour Conference. Topics and themes across the forums included, the future of workforce matters, levelling up, housing and climate change and of course local government finance.

## **Website, briefings and network query service**

The APSE website remains as 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 traded services in Training, Solutions, Performance Networks and Energy, allowing self-serve bookings and enquiries whilst also highlighting APSE's approved partners.

An upgrade to the website platform has embedded new site security measures, alongside more interactive content including an events calendar. The website remains an open access resource to all APSE members.

During 2024, 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 126 network queries were issued on behalf of members in 2023-2024 with 1,692 network query responses.

## **APSE Solutions**

The 2023-2024 year in APSE Solutions saw some significant changes to the staffing team and challenges presented by the local government marketplace. Despite these challenges APSE Solutions successfully maintained its level of growth of the preceding three years meeting the aims of the APSE business plan turnover targets. A total of 71 jobs were completed in the year, broken down into 17 interim placements and 54 consultancy jobs. 43 associates were used through the year.

The interim management side of the business met a few obstacles during the course of the year but in response a review of the service offer was met with success. Ability to meet the high demand for the service continues to be the biggest challenge faced by the Solutions team which is perhaps a sad reflection on local government which has lost significant workforce talent in recent years. There remains a heavy focus on constant recruitment to the Associate pool, and a clearer focus on targeted marketing to meet the needs of client councils.

Changes in legislation and public sector workforce matters, alongside ongoing pressure on frontline services to develop innovative and efficient ways of working drives demand for APSE Solutions consultancy support which includes service reviews in transport and fleet, parks and public realm, leisure, soft FM services, waste and recycling alongside overall transformation strategies. More and more councils also value APSE Solutions unique offering in using onsite reviews as an opportunity to develop and mentor their current staff, advancing senior operational management into more strategic level roles. This has been highly successful and APSE Solutions has great plans moving forward to roll this out in the coming year. Recent work on support through industrial action disputes has been an added benefit to the portfolio of services delivered through experienced and trusted APSE Associates.

APSE Solutions invested a lot of time this year in reviewing its own operating platform, to reflect smarter ways of working and the continuous monitoring of client needs. This approach also enables the better capture of case studies, which support other councils by sharing best practice, all under the ethical non-profit approach of APSE Solutions.

Uniquely APSE Solutions is distinct from other market offers as it is able to draw upon the expertise of other APSE services such as Energy, Performance Networks and Training, alongside aligning with membership resources; this adds extra value to our member councils and reinforces our USP in this ever-growing competitive market.

Finally, APSE retains its expertise on underground bin systems with associates ready to assist in the development of business cases.

## **APSE Training**

2023-2024 was a busy and exciting year for APSE Training, as the service continued to grow; new materials were created to meet demands and address current issues. All business plan targets were exceeded, making this our most successful trading year to date, for the third year in a row. Trading was steady throughout the year, with a traditional minor dip in August, bolstered by September and February, which were the busiest months.

A team of core staff and Associate Trainers delivered 230 courses, attracting 2695 learners. With 39 courses advertised on the website, our open courses continued to be delivered online, via Microsoft Teams. However, 1:4 of our in-house commissions were delivered as face-to-face events across England, Scotland, Wales and Northern Ireland. This was demand-led and commensurate with the previous year. Feedback remained at 90% for combined satisfaction and recommendation scores.

In-house courses provided an ideal opportunity to tailor materials to meet the needs of specific authorities. This year we delivered 133 for 1749 learners, accounting for 58% of courses overall. Training was accessed by all regions, with the majority of bookings hailing from the Southern region.

Carbon Literacy and climate-related courses continued to dominate, but as anticipated, slightly down on last year with 892 learners attending one of 84 courses. Several new courses were developed during the year, including Insourcing Bargaining and Insourcing Public Contracts: Rebuilding Capacity; Burial and Cremation (Scotland) Act 2016; Introduction to Waste Collection and Street Cleansing as well as a raft of courses relating to Risk, Scrutiny and Challenge.

An internal development opportunity led to a new team member taking up the role of Training Co-ordinator, complimenting 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**

APSE has long stated that climate change and energy will be defining issues for local government for many years to come. They are relevant to all services that councils deliver. Globally, weather systems cause more extreme weather events which have an impact as local authorities deal with flooding and wildfires. Nationally, legislation introducing bans on internal combustion engines and gas boilers in new homes mean councils must invest in their own assets to meet regulations. Locally, fuel poverty remains a significant problem and the increase in energy prices means local authorities are looking to reduce usage levels within their own operations. Alongside the local authority's desire to show local leadership in terms of energy and climate change these environmental challenges will remain high on both the local political agenda and the day-to-day thoughts of service managers well into the future. APSE Energy has been proud to support its members meet these challenges.

The APSE Energy membership continues to grow and reached a high of 137 local authorities. 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 issues cannot be left to the corporate centre. Whether it is a new section in internal council reports which demands an assessment of the climate impact of a policy decision or an operational issue such as the removal of fossil fuel boilers from civic buildings, all officers and councillors are having to address issues which they may have known little about only a short time ago. That said, this is a vast agenda and includes new research and technologies, established technologies which may be new to local government, new approaches and business models, engagement with service users, doing the obvious in terms of energy efficiency and management, the requirement for data, new skills and training and more. The most important generic issue is behaviour change of course – becoming more informed, using that information when thinking differently and acting on the decisions which emerge.

APSE Energy continues to support its members through providing information such as briefings, newsletters and publications on a variety of relevant topics. Summits, events and forums provide opportunities for people to come together in person and hear about what is happening across the sector in terms of case studies and best practice, examples of installing new equipment or taking new approaches. Webinars are an alternative method of disseminating information on specific topics and have proved very popular amongst the membership. The advocacy role deployed by the APSE Energy team means valuable interactions with DESNZ and the devolved governments, putting the local authority perspective forward, alongside working with industry and commercial partners providing a further source of expertise and innovations.

Looking at consultancy support, this is proving to be a growing area of activity for obvious reasons. The service looks to support the challenges presented by reduced capacity within many local authorities and whilst some projects are one-off exercises, where the average local authority may not retain the skills in-house such as decarbonising listed and heritage buildings or investigating the potential for solar panels on land and buildings, in some cases longer term support is needed.

APSE Energy has regularly spoken about the need to get the most from council-owned assets and this will remain a focus. As member delegates will attest, from the near to 300 attendees at the BIG Energy Summit in February 2024, there is demand for information and support. APSE Energy continues to have a significant influence across the sector and is recognised as a leading authority on climate change, energy and renewables issues.

## **APSE Performance Networks**

APSE Performance Networks membership now stands at 180 authorities, with 46 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 several 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. The working groups have incorporated questions within the service-based models on environmental sustainability so members can monitor progress on this in the short, medium and long term. This includes service-specific measures such as types of vehicles, biodiversity, energy consumption and recycling materials. In addition to this, a brand-new climate

change module has been launched to monitor progress corporately on emissions, building, vehicles, energy efficiency, energy usage, climate adaptation, ecology, carbon sequestration, and carbon offsetting. This will complement the service-specific measures to benchmark climate change through the local authority.

APSE delivers virtual one-to-one support to assist councils in getting up and running in collecting the data and in 2023-2024 service-specific support sessions were introduced to guide councils through the individual service data templates. This is an opportunity for members who are about to embark on completing their data submissions to join a working session to ensure they can easily and effectively take part in the data collection process, and benefit from bespoke performance reports, all of which is complemented by an on-line library of support and training videos to assist local council members.

Four inspection Apps; LAMS for monitoring parks, streets and cemetery land; CLAMS for inspecting building cleaning; PIMS for monitoring play provision and MIST for inspecting memorial safety continue to provide an innovative digital tool for member councils.

Work with Defra on the supply of street cleansing data supports the departments Litter dashboard for England, alongside support to the Scottish Government and Zero Waste Scotland. APSE Performance Networks new collaborative arrangement with Sport England is working to extract participation and financial data for leisure centres to be shared across the Moving Communities and APSE Performance Networks platforms to reduce duplication for local authorities, with similar collaborative arrangements now set up with Power Data Associates (PDA) on lighting stock and energy consumption data. Work continues with DESNZ (The Department for Energy Security and Net Zero) on climate change benchmarking models.

Finally interactive dashboard reports, using Power BI, are being successfully rolled out to the membership which complements the existing comprehensive reports members already receive.

## **Staffing and business resources**

The new staffing complement is now embedded and the new roles have provided increased resilience and stability to the organisation. During the year a few long-term members of staff retired including Wayne Priestley, Principal Advisor, who was well respected within the parks and open spaces sector. Additionally, Andy Mudd, Head of APSE Solutions retired following 25 years of service with the organisation. Andy will be remembered for his contribution to Best Value and growing APSE Solutions into the well-respected consultancy and interim management service it is today. The staffing establishment is now near to 40, including 2 new apprentices.

As part of APSE's Environmental, Social and Environmental strategy (ESG) APSE created two new apprentice roles which have proven to be a great success. Underpinning APSE's resilience and strengthening the 'Grow your own' strategy. Both Apprentices, Iqra Ali and Jay Jowitt are proving to be an excellent addition to the organisation's team.

The ESG ethos underpins all the work undertaken and new operating processes and procedures are in place to ensure that APSE is fulfilling its commitments.

Olivia Giles was appointed into the role of 'Governance and Executive Support Officer' following Robbie Edwards' departure as he fulfilled his desire to travel. Olivia Wright commenced the role of 'Training and Coordination officer' and both are succeeding in their new roles.

Staff development continues to be heavily invested in. One member of staff has commenced a higher education role, funded by the Association and numerous other staff are on vocational courses and qualifications linked to their role to ensure continuous staff development.

Projects to improve the database and mailing system are underway and improvements have already been made. Improved data intelligence has been the focus of the upgrades to ensure a better, fit for purpose service is delivered to the members, enabling targeted work to take place to drive member engagement.

APSE continues to maintain the Gold Investors In People (IIP) accreditation and the IIP Health and Wellbeing accreditation along with being accredited for ISO9001 / 14001 and 27001 through external assessment.

## Section 4

# Finances



# Finance Report Preface

APSE is an unincorporated association, and as such we do not rely on raising money from markets or shares. APSE operates on a non-profit basis and therefore any investment needs to be earned in advance of that investment being made.

APSE's reserves increased during the pandemic period as services moved to online delivery creating surpluses through savings on venues and travel. The 2023-2026 business plan considered that reserves would be normalised during the business plan, as surpluses return to levels ordinarily anticipated. The new business plan also supported investment in APSE through a new organisational structure and this has been implemented from April 2023 onwards, alongside the association's environmental, social and governance (ESG) framework.

APSE's National Council made a decision to support member councils by offering a below inflation subscription rise of 2.5% for the 2023-24 financial year. As a result, the inflationary costs of purchased products and services was absorbed by the association, thus reducing the overall surplus achieved.

Investment has continued in new IT infrastructure, database systems and corporate compliance matters.

The overall Business Plan target of 2023-2024 was met and exceeded with income at £5,578,495 against a target of £5,360,000. Members will recall that in the 2022-2023 annual report a deficit of (£109,032) was reported due to exceptional matters in hand. The 2023-2024 budget also forecast a planned deficit of £99,000 adjusted mid-year. However, the recovery of last year's deficit and better than forecast performance in APSE Energy, APSE Training and some areas of membership activity, alongside better rates of bank interest on reserves has resulted in a small surplus of £8,821.

Assets of the association remain at a healthy £2,700,286 which is made up of £2,504,099 and a designation fund of £196,187. The designation fund replaces the previous membership retention fund, and in 2023-2024 the National Council agreed that the fund be increased to £200,000 to cover any unexpected, or foreseeable but unaccounted for items of expenditure.

It is worthy of note that a further review of the reserves policy was carried out by National Council. As a matter of best practice for a non-profit organisation a statement is now included in the accounts this year to consider if the reserves are adequate to meet the liabilities of the association, should it be wound down. This is now included at page 2 of the accounts which are to be agreed by the Annual General Meeting.

APSE's reserves policy remains as 30% of reserves to expenditure or £1m of available financial reserve. In these financial statements 30% of expenditure is £1.67m. However, should any catastrophic event occur, which would result in dissolution of the association, and to avoid so far as possible any liabilities on member councils, the costs of dissolution of APSE as a going concern have been considered. This includes, though not exclusively, the cost of redundancy or employment liabilities, including pensions, lease liabilities and property reinstatement, refunds to member councils and insurances, taxes and contracts with third parties. It is estimated that such costs could exceed £2.5m. Therefore, the current reserves policy will be kept under review.

The association calculates its general reserve at net assets less the value of functional fixed assets used by the association (£6.4K) and the special purpose designation fund, which is assessed as £196k (with funds earmarked for other purposes) and as such the general reserve is £2.498m. This is considered adequate.

The accounts demonstrate that APSE is meeting the anticipated targets set out in the business plan for 2023-2026 and has outperformed the overall forecast for 2023-2024. Local government, and as such APSE's membership remains subject to the vagaries of local government finance. In recent years it has been difficult to predict factors that impact on APSE such as the overall settlement to local councils, policy pressures and emerging issues. Whilst the accounts remain in good health, ongoing vigilance and monitoring of performance remains essential.

**Mo Baines, Chief Executive, APSE**

**Revenue Account**  
**for the year ended 31 March 2024**

<b>Income</b>	APSE	APSE	APSE	APSE	Performance	Total	Total
	APSE	Energy	Solutions	Training	Networks	2024	2023
	£	£	£	£	£	£	£
National membership fees	824,918.00	347,511.00	20,087.00	2,903.00	918,076.00	2,113,495.00	2,063,182.00
Approved partners	75,482.00	-	-	-	-	75,482.00	64,015.00
Seminar income	370,275.00	77,705.00	-	-	53,404.00	501,384.00	526,609.00
Consultancy and training income	-	486,202.00	1,770,098.00	432,865.00	49,857.00	2,739,022.00	2,802,532.00
Special projects income	4,500.00	-	-	-	-	4,500.00	1,800.00
Publication sales	27,096.00	80.00	-	-	-	27,176.00	25,611.00
Miscellaneous income	48,627.00	-	-	-	-	48,627.00	36,840.00
Bank interest	68,809.00	-	-	-	-	68,809.00	29,433.00
Transfer to membership retention						-	-
<b>Total income</b>	<b>1,419,707.00</b>	<b>911,498.00</b>	<b>1,790,185.00</b>	<b>435,768.00</b>	<b>1,021,337.00</b>	<b>5,578,495.00</b>	<b>5,550,022.00</b>
<b>Expenditure</b>							
Establishment	1,087,068.00	188,121.00	228,725.00	212,462.00	491,405.00	2,207,781.00	2,253,976.00
Associates	146.00	359,066.00	1,374,521.00	80,881.00	61,668.00	1,876,282.00	1,881,491.00
Seminar costs	284,018.00	113,509.00	4,133.00	-	131,683.00	533,343.00	484,326.00
Meetings	36,776.00	1,384.00	-	-	2,752.00	40,912.00	35,851.00
Fringe meetings	17,632.00	-	-	-	-	17,632.00	19,036.00
Premises costs	88,114.00	15,636.00	23,454.00	15,636.00	46,908.00	189,748.00	175,095.00
Office costs	67,462.00	2,289.00	5,150.00	3,398.00	29,974.00	108,273.00	95,893.00
Printing and photocopying	129,625.00	-	5,000.00	-	16,031.00	150,656.00	112,063.00
Professional fees	81,400.00	144,628.00	-	-	62,805.00	288,833.00	119,148.00
Promotional/advertising	55,452.00	323.00	-	2,524.00	40,143.00	98,442.00	93,313.00
Bad debts	17,987.00	4,410.00	1,676.00	8,064.00	10,010.00	2,821.00	22,903.00
Depreciation	40,721.00	-	-	-	-	40,721.00	58,033.00
Miscellaneous	8,625.00	24.00	1,746.00	413.00	214.00	10,196.00	6,546.00
Membership retention	9,676.00	-	-	-	-	9,676.00	301,380.00
<b>Total expenditure</b>	<b>1,924,702.00</b>	<b>820,570.00</b>	<b>1,644,405.00</b>	<b>306,424.00</b>	<b>873,573.00</b>	<b>5,569,674.00</b>	<b>5,659,054.00</b>
Net income/(expenditure) for the year	- 504,995.00	90,928.00	145,780.00	129,344.00	147,764.00	8,821.00	- 109,032.00

**Association for Public Service Excellence**  
**Balance Sheet**  
**as at 31 March 2024**

	<b>Notes</b>	<b>2024</b> <b>£</b>	<b>2023</b> <b>£</b>
<b>Fixed assets</b>			
Tangible assets	6	6,395	34,326
<b>Current assets</b>			
Debtors	7	1,099,317	1,352,840
Investments held as current assets		1,678,362	1,621,752
Cash at bank and in hand		957,015	676,189
		<u>3,734,694</u>	<u>3,650,781</u>
<b>Creditors: amounts falling due within one year</b>			
	8	(1,040,803)	(993,642)
<b>Net current assets</b>		<u>2,693,891</u>	<u>2,657,139</u>
<b>Net assets</b>		<u>2,700,286</u>	<u>2,691,465</u>
<b>Reserves</b>			
Profit and loss account	9	2,504,099	2,685,602
Designated funds	9	196,187	5,863
<b>Funds of the association</b>		<u>2,700,286</u>	<u>2,691,465</u>

# Appendices

The background features a collage of business-related images. At the top right, a pair of hands is clasped together. Below this, there are several overlapping documents and charts. On the left, a pie chart is partially visible. In the center, there are multiple bar charts and line graphs. On the right, a hand is holding a pen over a document with a bar chart. At the bottom left, another hand is pointing at a document with a bar chart. The entire scene is overlaid with a semi-transparent olive green filter.



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# Appendix 1: APSE members 2023-2024

## Approved Partners: 33

Advanced Bacterial Sciences Ltd, Alliance Leisure, Brightly Software, Cemetery Development Services, Contenur UK Ltd, Cyclomedia Technology, DAF Trucks Limited, Edge IT Systems Ltd, Enterprise Rent-A-Car UK Ltd, Expert Roadcraft Ltd, Finders International, Fraser and Fraser, Go Plant Fleet Services, Green-tech Ltd, IQSS, Jaama Ltd, JPP Geotechnical and Environmental Ltd, Lendology CIC, MOBA UK Ltd, Mould Growth Consultants Ltd, Nationwide Platforms Ltd, Plotbox, REEN Technologies Ltd, Roadvert Limited, SLG Décor (Southern) Ltd, SpaceVac International, Tarmac Trading Limited, UhUb Ltd, Velocity UK Ltd, Villiger, W J North, WM Hamilton and Sons Ltd, 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, 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 and Leisure, YPO

## APSE Central: 34

Ashfield District Council, Bassetlaw District Council, Birmingham City Council, Blaby District Council, Bolsover District Council, Chesterfield Borough Council, Derby City Council, Derbyshire County Council, Dudley Metropolitan Borough Council, East Staffordshire Borough Council, Gedling Borough Council, Herefordshire Council, Hinckley and Bosworth BC, Leicester City Council, Newark and Sherwood District Council, Newcastle under Lyme Borough Council, North Northamptonshire County Council, North East Derbyshire District Council, North Warwickshire BC, Nottingham City Council, Rugby Borough Council, Rushcliffe Borough Council, Sandwell Council, South Derbyshire District Council, South Staffordshire Council, Stafford Borough Council, Stoke-on-Trent City Council, Telford and Wrekin Council, Walsall Metropolitan Borough Council, Warwick District Council, West Northamptonshire Council, Wolverhampton City Council, Worcester City Council, Wyre Forest District Council

## APSE Northern: 58

Barnsley Metropolitan Borough Council, Blackburn with Darwen Borough Council, Blackpool Council, Bolton Council, Bury MBC, City of Bradford Metropolitan District Council, Calderdale MBC, Cheshire East Council, Cheshire West and Chester Council, City of Lincoln Council, City of York Council, Cumberland Council, Darlington Borough Council, Doncaster Metropolitan Borough Council, Douglas Borough Council, Durham County Council, East Riding of Yorkshire Council, Gateshead Council, Greater Manchester Fire and Rescue Service, Halton 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 Council, Preston City Council, Ribbles Valley Borough Council, Rochdale Borough Council, Rotherham Metropolitan Borough Council, Salford City Council, Sefton Council, Sheffield City Council, South Holland District Council, South Kesteven 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, Westmorland and Furness Council, West Lancashire BC, West Lindsey District Council, Wigan Council, Wirral Council, Wyre Borough Council.

## APSE Northern Ireland: 12

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

## APSE Scotland: 34

Aberdeen City Council, Aberdeenshire Council, Angus Council, Argyll and Bute Council, Clackmannanshire Council, Comhairle nan Eilean Siar, Dumfries and 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 and 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.

### **APSE Southern: 91**

Ashford Borough Council, Babergh and Mid Suffolk District Councils, Basingstoke and Deane Borough Council, Bath and 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 (part of Ubico), Cherwell District Council, Chichester DC, Colchester Borough Council, Cornwall Council, Cotswold District Council (part of Ubico), Crawley Borough Council, Dacorum Borough Council, Dorset 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, Hart District Council (shared with Basingstoke and Deane Borough Council), Hertfordshire County Council, Huntingdonshire District Council, Ipswich Borough Council, Isle of Wight Council, Islington Council, Kent County Council, London Borough of Havering Council, London Borough of Hounslow Council, London Borough of Lewisham, London Borough of Lambeth, London Borough of Newham, London Borough of Richmond upon Thames Council, London Borough of Tower Hamlets Council, Luton Borough Council, Maidstone Borough Council, Maldon District Council, Merton Council, Mid Sussex District Council, Milton Keynes Council, New Forest District Council, North Herts Council, North Norfolk District Council, Norse Commercial Services, Norwich City Council, Oxford City Council, Oxfordshire County Council, Peterborough City Council, Plymouth City Council, Reading Borough Council, Royal Borough of Greenwich, Royal Borough of Windsor and Maidenhead, Sevenoaks District Council, Slough Borough 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 and District Council, Stevenage Borough Council, Stroud District Council, Surrey Heath Borough Council, Swindon Borough Council, SWISCo Ltd (includes Torbay Council), Tendring District Council, Tewkesbury Borough Council, Three Rivers District Council, Thurrock Council, Vale of White Horse and South Oxfordshire District Councils, Waverley Borough Council, 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: 16**

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 and County of Swansea, Torfaen County Borough Council, Vale of Glamorgan Council, Wrexham County Borough Council.

### **Total: 293 members**

# Appendix 2: APSE Performance Networks members 2023-2024

## **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 and 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 and Newtownabbey Borough Council, Ards and North Down Borough Council, Armagh City Banbridge and Craigavon 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 Borough Council, Newry Mourne and Down District Council

## **APSE Scotland: 33**

Aberdeen City Council, Aberdeenshire Council, Angus Council, Argyll and Bute Council, City of Edinburgh Council, Clackmannanshire Council, Comhairle Nan Eilean Siar, Dumfries and 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 and 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 and 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 and 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 and County, Torfaen County Borough Council, Vale of Glamorgan County BC, Wrexham County Borough Council

**Total: 190 members**



**APSE's performace networks seminar 2023, Blackpool**

# Appendix 3: APSE Energy Members 2023-2024

## Approved Partners: 8

ABB E-Mobility, AceOn, BES Group, Dynamon, eEnergy, Kensa Contracting, LASER Energy, YES Energy Solutions

## Central: 20

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, Walsall 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: 5

Armagh City, Banbridge and Craigavon Borough Council, Belfast City Council, Derry City and Strabane District Council, Fermanagh and Omagh District Council, Mid and East Antrim Borough Council

## Scotland: 22

Angus Council, Argyll and Bute 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: 47

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, Dorset Council, East Hertfordshire District Council, Guildford Borough Council, Hertfordshire County Council, Huntingdonshire District Council, Ipswich Borough Council, Isle of Wight Council, Islington London Borough Council, 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, South Cambridgeshire District Council, 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: 139 members

# Appendix 4: APSE National Council Members 2023-2024

**Current National Chair:** Cllr Jacqui Burnett, Luton Council

**Current National Secretary:** Colin Rowland, Isle of Wight Council

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

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

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

**National Secretary Elect:** Russell McCutcheon, North Ayrshire Council and Andrew Kennedy, East Ayrshire 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:**

Dela Moreland, North Northamptonshire Council

Cllr Steve Evans, Wolverhampton City Council

Cllr Baggy Shanker, Derby City 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

Cllr David Hughes, Flintshire Council

## APSE Northern Ireland

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

**Secretary:** Ellen Cavanagh, Derry City and Strabane District Council

**Vice Chair:** Alderman Alan McDowell, Ards and North Down Borough Council

**Additional Members:**

Cllr Martin Reilly, Derry City and Strabane District Council

Alderman Beth Adger MBE, Ards and North Down Borough Council

## APSE Southern

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

**Secretary:** Colin Rowland, Isle of Wight Council

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

**Additional Members:**

Cllr Tonia Craig, Eastleigh Borough Council

Cllr Sue Copper, South Oxfordshire District Council

Cllr Graham McAndrew, Hertfordshire County Council

Paul Naylor, Eastleigh Borough Council

Kate Langdown, Bournemouth, Christchurch and Poole Council (BCP)

Owen Jenkins, Oxfordshire County Council

## APSE Scotland

**Chair:** Cllr Lynne Short, Dundee City Council

**Secretary:** Russell McCutcheon, North Ayrshire Council

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

**Additional Members:**

Cllr Ruairi Kelly, Glasgow City Council

Cllr George Paul, West Lothian Council

Cllr Tom Conn, West Lothian Council

## APSE Northern

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

**Secretary:** Anita Brown, Stockton-on-Tees Council

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

**Additional Members:**

Adrian Phillips, Preston Council

Cllr Julie Simpson, Gateshead Council

Glynn Humphries-Wakefield District Council

Cllr Trevor Young, West Lindsey Council

**Associate Members:**

James Lazou, Unite the Union

Carmel Gates, NIPSA

Paul Bell, UNISON

LGIU

## Meetings Held

### National Council

13-14 June 2023, York

12 September 2023, Belfast

1 December 2023, Cardiff

15 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 2023-2024

## 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 Graham McAndrew, East Herts District Council

### Highways and street lighting

**Chair:** Cllr Archie Dryburgh MBE, 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 Coral Jenkins, Nottingham City Council

### Renewables and climate change

**Chair:** Cllr Freddie Bailey, Preston City 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 Trevor Young, West Lindsey District Council

### Communities, neighbourhoods and localism

**Chair:** Cllr Lisa Brown, Cumberland Council

### Climate Emergency Group (changes from Devolution and Powers)

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

### Environment and sustainability

**Chair:** Cllr Jacqui Burnett, Luton Borough Council

### Healthy communities

**Chair:** Cllr Richard Wright, North Kesteven District 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 2023-2024

<b>Training courses</b>	<b>Courses</b>	<b>Learners</b>
Biodiversity Net Gain: Preparing Parks Professionals	4	48
Carbon Literacy for Local Authorities	46	554
Carbon Literacy for Elected Members	7	58
Carbon Literacy for Leaders and Managers	18	205
Climate Action for Councils	7	46
Coaching & Mentoring	4	18
Developing and Managing Service Level Agreements	3	33
Effective Social Media for Local Government	5	72
Effective Time Management for Local Authorities	2	6
Enhancing Customer Experience	12	175
Improving Your Written Communication Skills	2	8
Insourcing Public Contracts: Rebuilding Capacity	4	57
Introduction to Parks Management	4	41
Introduction to Waste Collection and Street Cleansing	2	27
Managing Allotments in Local Authorities	4	36
Managing Conflict in Local Authorities	2	37
Project Management in Local Government	11	132
Presentation Skills	2	27
The Bereavement Journey	4	47
Turning Complaints into Compliments	4	62
Scrutiny (Risk and Challenge)	3	49
Supervisory Skills	11	136
Wellbeing in the Workplace	1	19
Working with Volunteers and the Voluntary Sector	2	18
<b>TOTAL</b>	<b>164</b>	<b>1911</b>

<b>Masterclasses</b>	<b>Courses</b>	<b>Learners</b>
Advanced Contract Management	5	45
Advanced Parks: Strategic Finance	1	5
Burial and Cremation (Scotland) Act 2016	1	6
Carbon Literacy Trainer (2-day)	4	31

Construction (Design and Management) Regulations 2015 Refresher	5	83
Developing & Delivering a Commercial Strategy	3	21
Health & Safety on Highways and Verges	13	193
Health & Safety in Waste and Environmental Services	2	21
Leadership & Management Skills	5	55
Leading a Customer Focussed Service Culture	3	35
Legal & Practical Management of Cemeteries	3	33
Managing Programmes in Local Government	3	36
Non-executive Director Training/Standards	5	57
Principles of Contract Management	10	135
Train the Trainer (2 Day)	3	28
<b>TOTAL MASTERCLASS</b>	<b>66</b>	<b>784</b>

**Total courses: 230**

Courses	Training	Masterclasses	Total
Open/Public	59	36	95
In House	105	30	133
<b>Total</b>	<b>164</b>	<b>66</b>	<b>230</b>

**Total learners: 2695**

	Training	Masterclass	Total
<b>Open</b>	620	326	<b>946</b>
<b>In House</b>	1291	458	<b>1749</b>
<b>Total</b>	1911	784	<b>2695</b>

Regional Learners	
Southern	1185
Northern	562
Central	284
Welsh	122
Scottish	334
Northern Ireland	157
National	51
<b>Total</b>	<b>2695</b>

**Feedback (satisfaction and recommendation): 90%**

Feedback	Training	Masterclass	Total
Satisfaction	91%	91%	91%
Recommended	90%	89%	89.5%
<b>Total</b>	<b>90.5%</b>	<b>90%</b>	<b>90%</b>

## Service specific national seminars

### Cemeteries and crematoria seminar

27 April 2023, Solihull

### Food waste digest

9 June 2023, Online

### Celebrating performance: Using data

21 June 2023, Wales

### Future focus Seminar

22 June 2023, Central London

### Transport and vehicle maintenance seminar

21 June 2023, Warwickshire

### Making space for nature in burial grounds

6 September 2023, Online

### Annual seminar

13-14 September 2023, Belfast

### The scottish energy summit

3-4 October 2023, Glasgow

### Building maintenance seminar

5-6 October 2023, Leeds

### Highways resilience forum

13 October 2023, Bradford

### Waste and recycling seminar

19 October 2023, Stoke-on-Trent

### Sports and leisure seminar

2 November 2023, Loughborough

### Performance networks seminar

7-8 December 2023, Blackpool

### Full AGM and strategic policy symposium

19 January 2024, Glasgow

### Facilities, catering and cleaning management seminar

25-26 January 2024, Leeds

### Health and social care forum

6 February 2024, Online

### Street cleansing seminar

8 February 2024, Telford

### Big energy summit

28-29 February 2024, Warwickshire

### Parks seminar

14 March 2024, Manchester

### Biosecurity seminar

21 March 2024, Online

### Highways, street lighting and winter maintenance

20-21 March 2024, Glasgow

## Regional seminars

### Central

**Redefining the circular economy**, 29 June 2023, Nottingham

**Flooding mitigation and climate change**, 13 December 2023, Online

### Northern

**Rewilding: Can local government deliver** 14 June 2023, York

### Northern Ireland

**Net zero NI**, 6 June 2023, Ballymena

**Active communities**, 30 November 2023, Online

**Unpacking waste and resources**, 6 March 2024, Online

### Scotland

**Fleet, waste and ground seminar**, 23-26 May 2023, Aviemore

**Scotland Building and housing seminar**, 22-23 February 2024, Glasgow

**Scotland Soft facilities management seminar**, 21 March 2024, Online Event

### Southern

**Sports and Leisure Seminar**, 11 May 2023, London

**Equality and diversity seminar**, 25 May 2023, Online

**Future focus seminar**, 27 June 2023, London

**Southern Region Parks and open spaces seminar**, 23 November 2023, Wokingham

**Social care forum**, 6 February 2024, Online

### Wales

**Wales AGM & Strategic Forum: The future welsh local government workplace**, 10 July 2024, Llandrindod Wells

# Appendix 7: Award Winners 2023-2024

## APSE Service Awards 2023-2024

<b>Award</b>	<b>Winner</b>
Overall council of the year	<b>Wigan Council</b>
Best Workforce initiative	<b>Inverclyde Council</b>
Best Housing, Regeneration or New Build initiative	<b>Gravesham Borough Council</b>
Best Efficiency and Transformation initiative	<b>Telford and Wrekin Council</b>
Best Health and Well-being initiative (inc. Social Care)	<b>Wirral Council</b>
Best Public/Private Partnership Working initiative	<b>Mid and East Antrim Borough Council</b>
Best Collaborative Working initiative (with other public sector or third sector)	<b>Gedling Borough Council</b>
Best Commercialisation and Entrepreneurship initiative	<b>Durham County Council</b>
Best Community and Neighbourhood initiative (inc. Community Safety)	<b>Wigan Council</b>
Best Innovation or Demand Management initiative	<b>Derby City Council</b>
Best Climate Action and Decarbonisation Initiative	<b>Oxfordshire County Council - Energy Insights Tool and Energy Flexibility</b>
Best service team: Housing, Construction and Building service	<b>Swansea Council</b>
Best service team: Catering service	<b>Stockton on Tees Borough Council</b>
Best service team: Facilities Management and Building Cleaning service	<b>Torfaen County Borough Council</b>
Best service team: Highways, Winter Maintenance and Street Lighting service	<b>East Riding of Yorkshire Council</b>
Best service team: Transport and Fleet Maintenance service	<b>Education Authority Northern Ireland</b>
Best service team: Waste Management and Recycling service	<b>Cheshire West and Chester Council</b>
Best service team: Street Cleansing and Streetscene service (Public Realm)	<b>South Staffordshire Council</b>
Best service team: Parks, Grounds and Horticultural service	<b>Plymouth City Council</b>
Best service team: Cemetery and Crematorium service	<b>Lambeth Council</b>
Best service team: Sports, Leisure and Cultural service	<b>Antrim and Newtownabbey Borough Council</b>

## APSE Performance Networks Awards 2023-2024

<b>Service area</b>	<b>Best performer</b>	<b>Most improved performer</b>
Building cleaning	<b>Gateshead Metropolitan Borough Council</b>	<b>East Ayrshire Council</b>
Building maintenance	<b>Wigan Metropolitan Borough Council</b>	<b>North Ayrshire Council</b>
Catering	<b>Gateshead Metropolitan Borough Council</b>	<b>Oxfordshire County Council</b>
Cemeteries and crematoria	<b>Middlesbrough Council</b>	<b>Knowsley Metropolitan Borough Council</b>
Parks, open spaces and horticultural services	<b>Eastleigh Borough Council</b>	<b>Hull City Council</b>
Refuse collection	<b>West Lindsey District Council</b>	<b>North Lanarkshire Council</b>
Roads, highways and winter maintenance	<b>South Ayrshire Council</b>	<b>East Ayrshire Council</b>
Sports and leisure facility management	<b>North Northamptonshire Council:Lodge Park Sports Centre</b>	<b>East Riding of Yorkshire Council: East Riding Leisure Withernsea</b>
Street cleansing	<b>Eastleigh Borough Council</b>	<b>Bolsover District Council</b>
Street lighting	<b>Wigan Metropolitan Borough Council</b>	<b>Falkirk Council</b>
Transport	<b>North Ayrshire Council</b>	<b>Shetland Islands Council</b>

# Appendix 8: Briefings and Research

## 2023-2024

<b>24-25</b>	Transport trend analysis	<b>23-50</b>	Simpler recycling collections
<b>24-24</b>	Productivity - should it be the focus of council performance?	<b>23-49</b>	Consultation on the review of the Crematoria Guidance PGN5-12
<b>24-23</b>	Northern Ireland Environmental Statistics Report 2024	<b>23-48</b>	Single Use E-Cigarettes
<b>24-22</b>	APSE local authority public conveniences provision	<b>23-47</b>	Biodiversity consultation final
<b>24-21</b>	National Good Food Plan: Scottish Government consultation – APSE Response	<b>23-46</b>	Biodiversity Net Gain - Updated timetable
<b>24-20</b>	Draft Bioenergy Policy Statement – Scottish Government consultation	<b>23-45</b>	Energy Performance Certificate reform consultation
<b>24-19</b>	State of the Market - Local Authority Building Cleaning Services	<b>23-44</b>	PM speech on Net Zero
<b>24-18</b>	State of the market 2024 - Local authority catering services	<b>23-43</b>	Fairer Council Tax
<b>24-17</b>	Habitat Banks	<b>23-42</b>	Get Active a strategy for the future of sport and physical activity
<b>24-16</b>	Simpler Recycling Collections for England	<b>23-41</b>	Dog enforcement survey
<b>24-15</b>	Street Cleansing Trend Analysis	<b>23-40</b>	National Litter Strategy
<b>24-14</b>	State of the Market 2024 - Parks and Greenspaces	<b>23-39</b>	Mandatory training on planning for elected members
<b>24-13</b>	Parks and Open Spaces Trend Analysis	<b>23-38</b>	Disqualification criteria for councillors
<b>24-12</b>	Restricting promotions of food and drink high in fat, sugar or salt - proposed regulations consultation	<b>23-37</b>	State of the Market Survey Allotments 2023
<b>24-11</b>	National Good Food Nation Plan consultation	<b>23-36</b>	Protecting lone workers HSE guidance
<b>24-10</b>	Scotland's draft Circular Economy and Waste Route Map to 2030 consultation - APSE Response	<b>23-35</b>	Hedges, Hedgerows and Ecological Protection
<b>24-09</b>	Draft Circular Economy and Waste Route Map	<b>23-34</b>	Trees and Woodlands Strategies Toolkit (TAWS) – Survey 2023
<b>24-08</b>	Defra response to House of Lords HSC Report	<b>23-33</b>	Local Living and 20-Minute Neighbourhoods consultation
<b>24-07</b>	Plant Biosecurity Survey Results	<b>23-32</b>	Leisure Trend Analysis
<b>24-06</b>	Use of HVO in Transport	<b>23-31</b>	National Audit Office report on Active Travel
<b>24-05</b>	DIY Waste Charges	<b>23-30</b>	Local Authority Treescapes Fund and Urban Tree Challenge Fund
<b>24-04</b>	Proposals for a Heat in Buildings Bill	<b>23-29</b>	Refuse Collection Trend Analysis
<b>24-03</b>	Biodiversity net gain launch date confirmed	<b>23-28</b>	Building Maintenance - Trend Analysis 2021 2022
<b>24-02</b>	Household waste composition	<b>23-27</b>	Local Authority Public Conveniences Provision 2023
<b>24-01</b>	Public Attitudes to Local Council Services - Survation poll for APSE	<b>23-26</b>	State of the market - Local authority catering services
<b>23-60</b>	State of the Market - Winter Maintenance	<b>23-25</b>	Building Cleaning Trend Analysis
<b>23-59</b>	State of the Market 2023 - Transport	<b>23-24</b>	National Outcomes review
<b>23-58</b>	State of the Market 2023 - Sports and Leisure	<b>23-23</b>	Community wealth building
<b>23-57</b>	State of the Market 2023 - Highways Services	<b>23-22</b>	State of the Market - Cemeteries and Crematoria
<b>23-56</b>	Oflog Update	<b>23-21</b>	Draft Energy Strategy Consultation
<b>23-55</b>	Tree Equity	<b>23-20</b>	ALARM Survey
<b>23-54</b>	The King's Speech 2023	<b>23-19</b>	Anti-Social Behaviour Action Plan
<b>23-53</b>	Building standards enforcement and sanctions	<b>23-18</b>	VAT and Scotland's Deposit Return Scheme (DRS)
<b>23-52</b>	Enhancing the accessibility	<b>23-17</b>	State of the Market - Parks and Greenspaces
<b>23-51</b>	Mandatory digital waste tracking	<b>23-16</b>	Local authority approaches to tackling damp and mould in social housing

# Appendix 9: APSE Solutions client list and APSE partners 2023-2024

## 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 and Mid Suffolk District Councils, Barrow-in-Furness Borough Council, Bath and North East Somerset Council, Bedford Borough Council, Birmingham City Council, Bournemouth, Christchurch and 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



**Cllr Jacqui Burnett, APSE National Chair 2023-2024**



# 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.*



## **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.*



## **Fiona Sutton-Wilson**

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



## **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.*



## **Andy Mudd**

*Andy is Head of APSE Solutions*



## **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.*



## **Rob Bailey**

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



## **Emma Taylor**

*Emma is an Executive Consultant with APSE Solutions.*



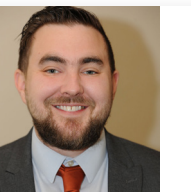
## **Abi Ademiluyi**

*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.*



## **Matt Ellis**

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



## **Mike Egerton**

*Mike is the Conference and Sponsorship Programme Manager.*



## **Matt Miller**

*Matt is a Senior Consultant with APSE Solutions*



**Ryan McNally**

*Ryan is a Senior Data Analyst.*



**Charlotte Banks**

*Charlotte is Principal Advisor for APSE Energy*



**Amy Caldwell**

*Amy is the Senior Training Officer*



**Cheryl Walker**

*Cheryl is a Performance Networks Officer.*



**Andy Derbyshire**

*Andy is a Senior Data Analyst.*



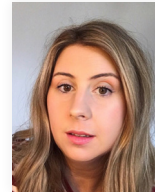
**James Jefferson**

*James is Principal Advisor for APSE Energy*



**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.*



**Lucia Gervis**

*Lucia is a Client Coordination Officer*



**Olivia Giles**

*Olivia is Executive Support and Governance Officer.*



**Alistair Holcroft**

*Alistair is an I.T. Officer*



**George Barton**

*George is Communications Officer*



**Garry Lee**

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



**Laura McNab**

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



**Megan Butterworth**

*Megan is a Business Support Assistant.*



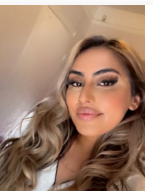
**Maria Kenny**

*Maria is a Business Support Assistant.*



**Olivia Wright**

*Olivia is a Training Officer*



**Iqra Ali**

*Iqra is a Business Support Apprentice*



**Jay Jowitt**

*Jay is a Finance Apprentice*



**Daniel Lee**

*Daniel is a Finance Support Assistant*



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