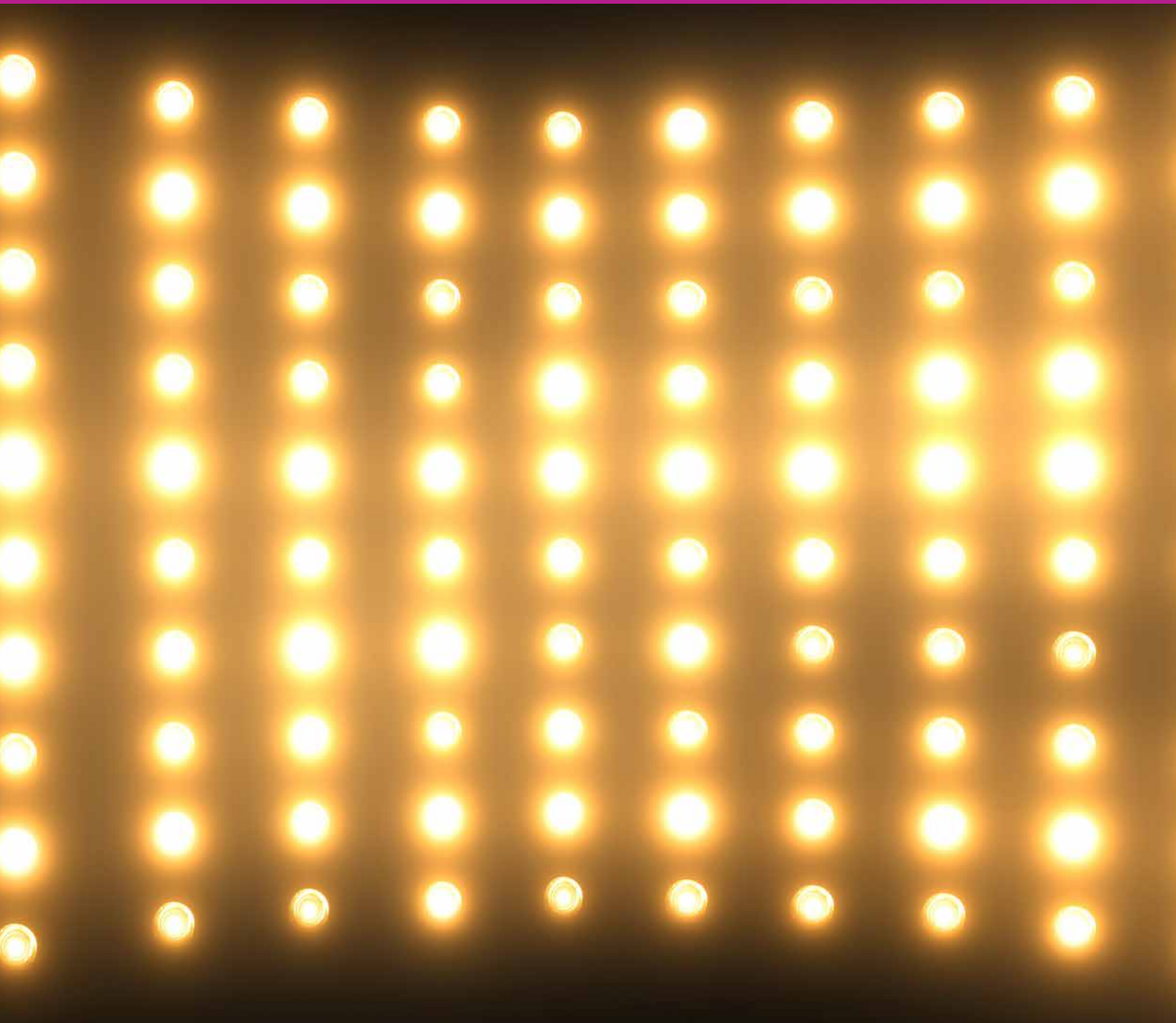




Association for Public Service Excellence  
**Annual Report 2025**





# The **BIG** Picture



**98.6%**

Customer satisfaction rating



**9,784**

Delegates at APSE events or training courses



**34**

Seminars



**318**

Network query reports



**54**

APSE briefings



**6**

APSE publications

## 2024-2025

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# Preface

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## **Cllr Archie Dryburgh, MBE, APSE National Chair 2024/25**

Bristol is a wonderful city, and I was deeply saddened to have missed attending the APSE AGM in person in 2024 held at the stunning Bristol City Hall. This was due to a serious ill-health diagnosis meaning my treatment sadly clashed with the dates, however I had the pleasure of addressing delegates online with my inaugural address as APSE Chair, a role which I have regarded as a privilege and a great honour. My dear colleague, Cllr Lynne Short, stepped up to chair the AGM on my behalf, and indeed Lynne supported me over those early days of treatment. I am enormously grateful to her. I of course also echo Lynne's thanks to Cllr Jacqui Burnett of Luton Council as my predecessor Chair.

During 2024-2025 I pledged to ensure that APSE remained at the forefront of local council neighbourhood level services, advancing our commitment to campaign for fair funding for local councils and the need for a much fairer approach to the financing of our valued neighbourhood services, so visible and so important to our communities. I have worked tirelessly to ensure that our APSE networks, services and research resources are ploughed into advancing this aim.

As many of you who know me personally will attest, I have worked to support the provision of local council services to meet the needs of the armed forces and veterans. I pledged to you that I would explore how APSE could develop its services to enhance awareness and cooperation of the service needs of these groups within our communities. I am pleased to report that during my term of office I have helped to develop APSE's new network in this area, which I hope will

go some way to advancing understanding of housing needs, jobs and skills and wellbeing support.

A major part of my term of office was overseeing the development of APSE Synergy. A brand new wholly own trading company. This has been a new but exciting development for APSE and whilst it created a lot of work for APSE National Council and the secretariat team in scrutinising and implementing its development, I am confident that this will prove to be a positive and popular development for APSE's traded services.

Sadly, during the early part of 2025, we said goodbye to our former Chair, Alderman Beth Adger, MBE. Our dear Beth was one of the most warm-hearted people you could ever wish to meet. A foster mum to dozens of children as well as her own family, she exuded warmth and compassion, but she was also a fierce champion of the value of council frontline services. Beth will be missed by us all, and it is my honour to have called her a friend.

As I come towards the end of my term of office it has been a privilege to meet so many of you out and about across APSE's seminars and events. I have met and worked with councillors across all political parties and none, and the common spirit of working towards excellence in frontline services knows no political or geographic boundaries. The support you have given me during an often-difficult year for APSE and our services has been outstanding. I hope that in handing over the reins to our new National Chair Elect, I leave the Association in a strong and healthy place, with the infrastructure and APSE team that can deliver into the future.

I would also like to take this opportunity to thank Andrew Kennedy as my National Secretary for his support over the year. Andrew has been a source of advice and guidance when needed most. I must also thank the officers of the APSE Secretariat for their support not just to me but to our membership. APSE is nothing without its member councils, so my final thanks is to you all for your continued and unflinching support and for all the work you do on behalf of our communities across the UK.

**Cllr Archie Dryburgh, MBE, APSE National Chair 2024/25**

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# Foreword

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

In July 2024 a General Election was held in the UK which heralded a new administration in Westminster marking a series of policy and fiscal announcements that invariably impact on local authorities across England, Wales, Scotland and Northern Ireland. APSE responded to the new government with a series of briefings, seminars and networking events, with a focus on the missions of government and how local councils could be a vital part of the response to change. This support was welcomed by our member councils.

This new administrative era in politics has led to APSE adapting and responding to change. Our local authority trading, charging and commercialisation network has been recalibrated to the social value, procurement and commercialisation network; reflecting newer approaches now filtering through in policy terms. The burgeoning cost of poor housing has been reflected in a focus in our networks to consider safer homes, and housing standards, with APSE's regions and areas also focussing on homelessness and prevention. Our much-beleaguered neighbourhood level services continue to be under-nourished when it comes to funding, but APSE has argued through its networks and briefings that neighbourhood level service improvements are vital to communities. Once again APSE's annual public opinion poll with Survation found that these services are highly valued by the public who consistently want to see more of their tax spent locally.

In December 2024 the English Devolution White Paper announced not just the much-anticipated expansion of regional and mayoral devolution but the widespread reorganisation of English Local Government. APSE's membership base means that Unitary Councils are already the norm across Scotland and Wales, with Northern Ireland following a slightly different pattern with some wider agencies taking responsibility for some otherwise local services. Nevertheless, this unique position will be drawn upon to support our members through reorganisation. In service terms APSE provided immediate online roundtables, developed a web hub and has set about ensuring reorganisation issues are a golden thread running through all our service area networks. Our traded services to member councils have also geared up for the changes through providing practical consultancy and interim management support alongside performance data and new training courses, for those subject to change.

Organisationally APSE has continued its journey of modernising its core business and operations with the association's first ever Environmental Social and Governance policy, introduced in 2023, now fully embedded across all services. As part of our ESG we have taken on 3 apprentices and a graduate trainee who have all flourished. We have also been a persuasive force with venues hosting APSE events, ensuring the aims of our ESG policy are met by third parties wherever possible. Those same events have provided a focus for APSE's role in supporting frontline services; core to APSE's USP as the go-to organisation for the frontline of local government. The networking events both online and in-person continue to provide a platform to share innovation, best practice and learning. Our research and survey work has formed a solid evidence base to support our member councils in decision-making, bringing policy into practice across our service sectors.

We have continued to strengthen our governance and resilience with the development of a wholly owned trading company, unanimously agreed at the September 2024 Annual General Meeting by our member councils, meeting the go-live date of the 1 April 2025. This is a major step forward for APSE's traded services and it has enhanced our offering in interim management, consultancy services and support to councils on renewables and energy efficiency. We have developed a new client hub, offering ethical, cost-effective and quality services to local councils across the UK. The board of directors are compelled to report through to APSE National Council ensuring that the company remains accountable to its shareholders. This will be a feature in the 2026 Annual Report after a full year of trading.

It would be remiss of me not to pay tribute to APSE's National Council. The support that they have provided to APSE members, to the APSE Secretariat Team and to me personally has been outstanding. Cllr Archie Dryburgh, as National Chair ably supported by Andrew Kennedy, as National Secretary, should take credit for their wisdom and kindness over the last twelve months. I would like also like to thank our secretariat staff team; from senior managers to our apprentices. I am privileged to work with such a dedicated and professional cohort of people that truly care about our APSE members and share the values and aims of the association.

Whilst the past year has not been without its challenges, with a significant legal wrangle directed to the association and its member councils, it goes without saying that the support of our members has been solid and heartwarming. We are very grateful to you, our members, for recognising that being a member of APSE goes beyond the day to day access to our excellent services, but is in fact a very open commitment to our values; supporting the frontline of local government; supporting the delivery of excellence in local councils; supporting continuous improvement and holding true to those values in a member-led organisation that has traversed political differences, passing fads and remained true to those values. Thank you.

**Mo Baines, Chief Executive, APSE**



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Section 1

# The Year in Profile



The Carbon Literacy for Leaders and Managers course encouraged me to think about how to reduce the carbon footprint of our properties, implement energy-efficient practices, and engage stakeholders in sustainability initiatives. These skills are directly applicable to improving the sustainability and compliance of our property portfolio.

**Three Rivers District Council**

The Performance Networks workshop sessions are invaluable. We made new contacts, shared ideas and past experiences.

**Renfrewshire Council**

A very useful and inspiring conference. Great for networking with people in a similar position. A wide variety of themes discussion from different viewpoints.

**Swansea Council**

## Local Government Finance

The election of a new Government in July 2024 brought with it promises of an overhaul to local government finance, with an end to competitive bidding pots, and longer-term settlements to bring about much needed certainty in financial planning. Although expectations were managed, with clear indications that the long-term settlements could not be delivered immediately, several changes have now taken place. A consultation was launched which set out the Government's intention to reform the distribution of funding to local councils in England. In line with the commitment for longer term funding settlements, this is intended to be reflected in the 2026-29 Spending Review period with implementation from the 2026-27 financial year. However, the provisional financial settlement for local government for 2025-2026 was announced on the 3 February 2025. In line with the usual methodologies the funding formulae was adjusted for spend in Scotland, Wales and Northern Ireland. Interestingly, this year, APSE member councils will have noticed a number of capital spending pledges most especially the headline grabbing potholes fund.

Whilst these changes are to be welcomed, the gnarly issues of social care, special education needs and disability (SEND) funding, homelessness costs, alongside overall housing needs and decent homes standards, all contribute to shortfalls in council funding. Pressure on other council services is therefore still evident as the necessary weighting on spend towards statutory services leaves many other neighbourhood services unfairly disadvantaged albeit the settlement for 2025-2026 delivered an improved baseline position for most councils. Overall core spending power in 2025-26 is reported at £4.4 billion higher than in 2024-25, and whilst 6.8% is reported as the cash terms increase for the settlement, when adjusted for inflation, this drops to 4.3%.

Social care overall, both in terms of prevention and necessary fundamental changes to commissioning and the ability to rebuild capacity to directly provide core services, all need to be addressed to stabilise funding not just within Social Care but its impact on all other council services. In July 2024 the Prime Minister asked that Baroness Louise Casey chair an independent commission into adult social care. However, the commission will not report until 2028 though phase 1 of the workstream will report much sooner than that. The commission will, by necessity, need to consider the social care workforce and issues of fair pay. However local government will be impatient for outcomes given the funding pressures and indeed this will not address, though now pressing, issues of cost and capacity in children's services.

The commitment to build 1.5 million new homes, alongside reform of planning and a renewed emphasis on tackling the causes of homelessness, should in time evidence some positive financial news on housing costs and homelessness provision. APSE has campaigned on the need to invest in new social housing to limit and control the cost shunt to the public purse of poor-quality housing and housing benefits payments. However, there will be an inevitable gap between eventual cost reduction and the need to meet ongoing cost pressures amidst the chronic shortage of affordable housing.

## Climate change and ecological actions

Whilst the pre-election narrative across the mainstream media focused on the investment pledges of the main political parties somewhat inevitably geo-political issues clouded the discussions, with the US electing President Donald Trump, this significantly shifted the debate away from closing fossil fuel production and sales to the continued role of the sector in the US and indeed global economy. Within the UK pledges to deliver a green energy economy were bolstered by the development of Great British Energy. Nevertheless, individual councils have remained demonstrably committed to both reducing their carbon footprint and creating renewable green energy solutions closer to home including thorough solar, and the reintroduction of on-shore wind policy, post the General Election. Councils remain focused on reducing energy costs both for their own buildings and assets and for residents, where the on-going energy cost issues are still felt by households, regardless of diverging commitments to climate policies which can vary significantly between councils and political parties.

As to climate mitigation and adaptation DEFRA restated, post the new administration, its commitments to core policy areas including protecting communities from flooding, which remains a priority for APSE member councils, creating a roadmap to move Britain to a zero-waste economy and ensuring nature recovery.

Many of DEFRA's policy aims are explored on a cross-cutting basis through APSE's services including the climate and renewables network, the waste and street scene network, and parks and public realm, alongside APSE Training which has developed a range of supportive courses and Master Classes for member councils.

Leisure services are also an area of concern in terms of energy use and the carbon footprint, with older centres, particularly wet facilities, creating high energy costs. APSE is working with a number of member councils to support both carbon reduction and better energy efficiency. However, in many older facilities, this requires capital investment or indeed new builds. Similarly, cemeteries and crematoria, whilst clearly sensitive areas of service delivery, are crucial to environmental challenges with abatement requirements and energy use in crematoria an ongoing issue in the sector. Cemetery land provides an opportunity for rewilding, grassland management and local environmental improvements and APSE has supported members through new research and best practice guides in this area.

Many new challenges have emerged across services and whilst there remains some diversification across the UK with differing approaches, policies and funding within Scotland, Wales, and Northern Ireland, to those of England, monitoring progress and

measuring and sharing what works remains essential. APSE Performance Networks continues to support data collection and analysis on climate and ecological matters.

## Levelling Up, Local People and Local Economies

One of the most marked changes in policy over the last year has been effectively the archiving of 'levelling up' as part of the political discourse albeit the 'Levelling-up and Regeneration Act' remains on the statute books. The new Labour Government instead adopted its five missions with the lead mission focused on economic growth. APSE undertook detailed research on the role of local councils in supporting and being proactively involved in local growth; which in turn would support jobs, skills, housing and neighbourhoods with the University of Staffordshire. This research gained significant traction with APSE members.

In December 2024 the English Devolution White Paper was issued with the somewhat surprising announcement of local government reorganisation (LGR) in England. APSE members in Scotland, Wales and to an extent Northern Ireland, already operate on a unitary basis and leaning into this knowledge APSE has been supporting its members facing LGR, particularly in terms of frontline service readiness for merging services.

In terms of legacy 'levelling up' funds many have been changed or recalibrated and alternative commitments made. One such initiative is the £1.5 billion fund which will be distributed to towns across the UK with the aim of tackling deprivation and support local growth. This fund will see a total of 75 areas each receiving up to £20 million of funding support, using the terminology of "left behind" areas. The funds will be distributed across the UK.

The continuing devolution agenda will see most English council areas covered by strategic or combined authorities, alongside elected Mayors. Whilst these arrangements have not yet extended into Scotland, Wales and Northern Ireland it is notable that calls for greater collaboration across regions within Scotland have recently gathered pace. Within Wales, the Local Government and Elections (Wales) Act 2021 enabled the creation of Corporate Joint Committees (CJCs), which are made up of two or more local authorities to enable collaboration on areas such strategic development planning, transport planning, and the promotion of economic well-being.

## Insourcing, Service Delivery and Procurement

APSE continues to advance the case for directly provided services where they offer Best Value to local councils and local taxpayers. The trend towards insourcing continues, and a greater focus on social value in all services is evident amongst APSE member councils, looking more closely at developing and supporting local supply chains, fair wages, greener service delivery and community engagement.

Whilst the Procurement Act received Royal Assent in 2023 it is notable that the Procurement Act provisions were reviewed by the Parliamentary Secretary for the Cabinet Office, Georgia Gould, MP, and the commencement date pushed to February 2025, and alongside the commencement provisions came the publication of the National Procurement Policy Statement (NPPS). This is broadly welcomed by APSE and included the much-awaited development of a Public Interest Test in Procurement. This was further advanced by a subsequent statement by the Deputy Prime Minister confirming a proportionate and reasonable test would be set for local councils.

APSE remains concerned that the value of frontline service delivery, as a mechanism to support and advance much broader outcomes in localities, such as attractive public realm to support new investment in local areas, is often overlooked. That is why the campaigning work on fair funding for neighbourhood level services continues. Many councils have now recalibrated their budget allocations for neighbourhoods' services reflecting that reductions in budgets in these services went too far and too deep to support good neighbourhoods.

Commissioning models remain prevalent in social care in both Adult and Children's services. The announcement that the Prime Minister has appointed Baroness Louise Casey to chair an independent commission into adult social care is to be welcomed. However, the review will not report its final phase of work until 2028. APSE has advocated that a core failing across social care is the lack of capacity within local councils as a result of outsourced provision and commissioning models, allowing the service to become a 'seller's market'. APSE will be working on social care insourcing cases studies in the coming year.

## Across Frontline Services

**LGR:** APSE's USP remains supporting local government frontline services which are delivered at a neighbourhood level. The announcement of local government reorganisation for English Councils has led to the development of an LGR network to support this structural reorganisation drawing upon the experience of APSE members in Scotland, Wales and Northern Ireland. This is to support frontline services explore the process of merger, prepare services for new delivery arrangements, the integration of delivery methods, including resource allocations, and whether arrangements could lead to opportunities for new delivery models.

**Waste, Resources and Street Scene:** Waste and resources remain a buoyant area of activity for APSE with members across the UK introducing new policy initiatives including food waste collections, simpler recycling, deposit return schemes and extended

producer responsibilities. Refuse and recycling collections remains the most visible council service for residents. Whilst some areas have been subject to industrial disputes, the vast majority of councils deliver very effective services which consistently rate highly in customer satisfaction surveys right across the UK. Practitioners in street scene services continue to battle litter and fly-tipping issues as well as stronger recycling in the sector.

**Highways and Street Lighting:** The focus on managed as opposed to reactive maintenance remains in Highways services, however whilst pothole funding has been bolstered with recent announcements the sector remains in perpetual catch-up mode as the highways asset continues to deteriorate overall. Conversion to LEDs in Street Lighting has not realised the anticipated savings as utility costs in energy bills have increased in response to the decrease in energy usage. However, the sector is innovative and smarter lighting design and use of renewables is extending across the sector.

**Transport, Fleet and Vehicle Maintenance:** Fleet and vehicle maintenance services often find that they are at the heart of climate change responses with demands to 'green' local authority fleet. However, the sector continues to juggle the replacement cost issues, viability of some greener transitions, particularly in rural locations and sufficient electricity supplies for depots. The sector remains divided on the timescales for change and the efficacy of new fuel systems, particularly on larger vehicles such as RCVs.

**Parks, Public Realm and Greenspace:** The adoption of ecological emergency declarations in many councils has brought to the fore the importance of parks, public realm and greenspace. Across the year a series of helpful papers have supported APSE member councils looking at rewilding, tree strategies and grassland management. APSE is a member of the newly formed MHCLG Parks Working Group and continues to advocate for parks funding. Ongoing work on the value of parks to public health continues and the parks network is closely linked to the development of APSE training services on biodiversity net gain.

**Cemeteries and Crematoria:** The prism of green public land also provides a focus in cemetery and crematoria services where land is increasingly viewed as a community asset to enable rewilding. Nevertheless, the cost of funerals and cremations creates, in many areas, an affordability issue for residents, meaning councils are increasingly focused on lowering the costs for residents.

**Sports and Leisure:** Leisure services remain under financial constraints as energy costs, despite the broader economy wide reductions, remain relatively high for the sector. Whilst health and well-being factors are obviously aligned to the sector APSE remains focused on delivery issues including the cost of new or refurbished leisure centres, the energy efficiency of leisure assets, and ensuring the service is distinct and responsive as a public service offering and meets the needs of all citizens. As the NHS ten year plan develops it is obvious that local authority sports and leisure services will be vital to moving towards a prevention-based approach to ill-health.

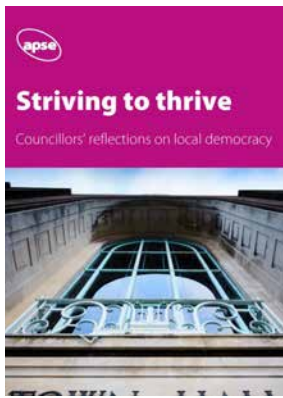
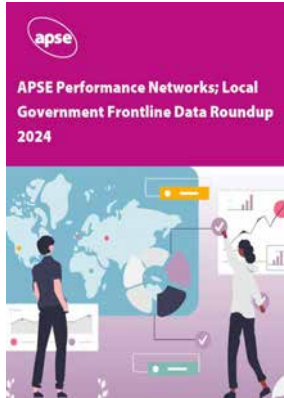
**Education Catering and Soft FM Services:** Significant changes to school food in the last year produced a commitment to breakfast clubs across England with the initial rollout to 750 schools. In addition to this the recent announcement that children of universal credit recipients will be automatically entitled, though not auto-enrolled, for free school meals, commencing in school year 2026-27. This will apply across the UK with a £1 billion funding pot set aside until 2029. However, APSE along with colleagues in LACA continues to campaign for an increase in the funding for free school meals. The difference in funding is stark across the UK and indeed within England given additional funds provided by the Mayor of London for example. Within Wales primary school children receive universal free school meals. Building cleaning services remain under recruitment and cost pressures.

**Housing and Planning:** The new Labour Government's perhaps most well-known pledge is to deliver 1.5 million homes across the lifetime of Parliament. However, a number of other initiatives have now commenced including reform of Right to Buy, cladding removal and remediation works, implementation of Awaab's Law, providing rights for tenants and responsibilities on landlords to tackle damp and mould following the tragic death of a little boy Awaab Ishak, and changes to speed up remediation works in social housing. Alongside these changes the planning system has been subjected to a fundamental overhaul designed to increase the numbers of new developments and the build out rate on new homes.

**Policy Forums:** APSE continues to focus on policy forums across its network events and through political and sector seminars, events and workshops with discussions throughout the year on local government financial reform, homelessness provision, social value and public interest in procurement, devolution and growth, working with veterans champions, flooding and winter resilience, equalities and community cohesion, health and safety in frontline services and workforce matters.

**APSE Networks Support to the Frontline:** Across all frontline services APSE remains a source of support to its member councils including through service specific networks, and through its traded services of Training, Solutions, Performance Networks and Energy providing a unique lexicon of support to those striving for excellence in local government frontline services. As reported the traded services of Solutions Consultancy and Solutions Interim Management and Energy Consultancy will in future be delivered through APSE Synergy but under the ethical banner of APSE.

# APSE Publications 2024-2025



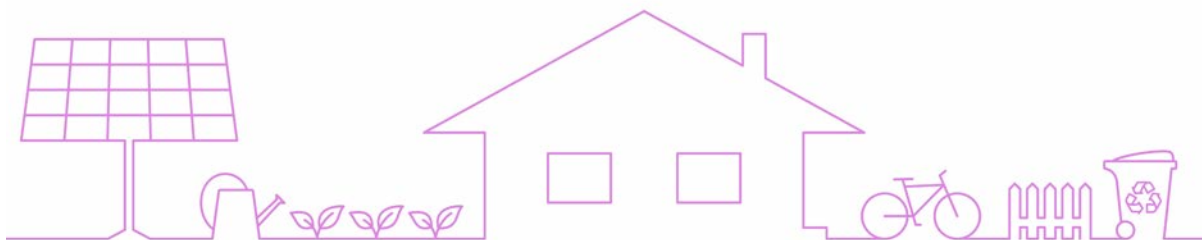
**A pilot project:**  
 Can a recruitment campaign tailored specifically for them encourage Gen Z to consider and apply for jobs in Local Authorities?

ii

ADEPT | Department for Transport | apse | COLAS | MHA++

BRANDLEY | Health Education England | Union Strength | EXPEDITION | PLYMOUTH

eleven



An aerial photograph of the United Kingdom, with a red outline highlighting the APSE (Alderney, Sark, Jersey, Guernsey) region. The text is overlaid on the map.

Section 2

# **A Focus on APSE near you**

**33**

**Member Councils  
Scotland**

**57**

**Northern Region  
Member Councils**

**91**

**Southern Region  
Member Councils**

**16**

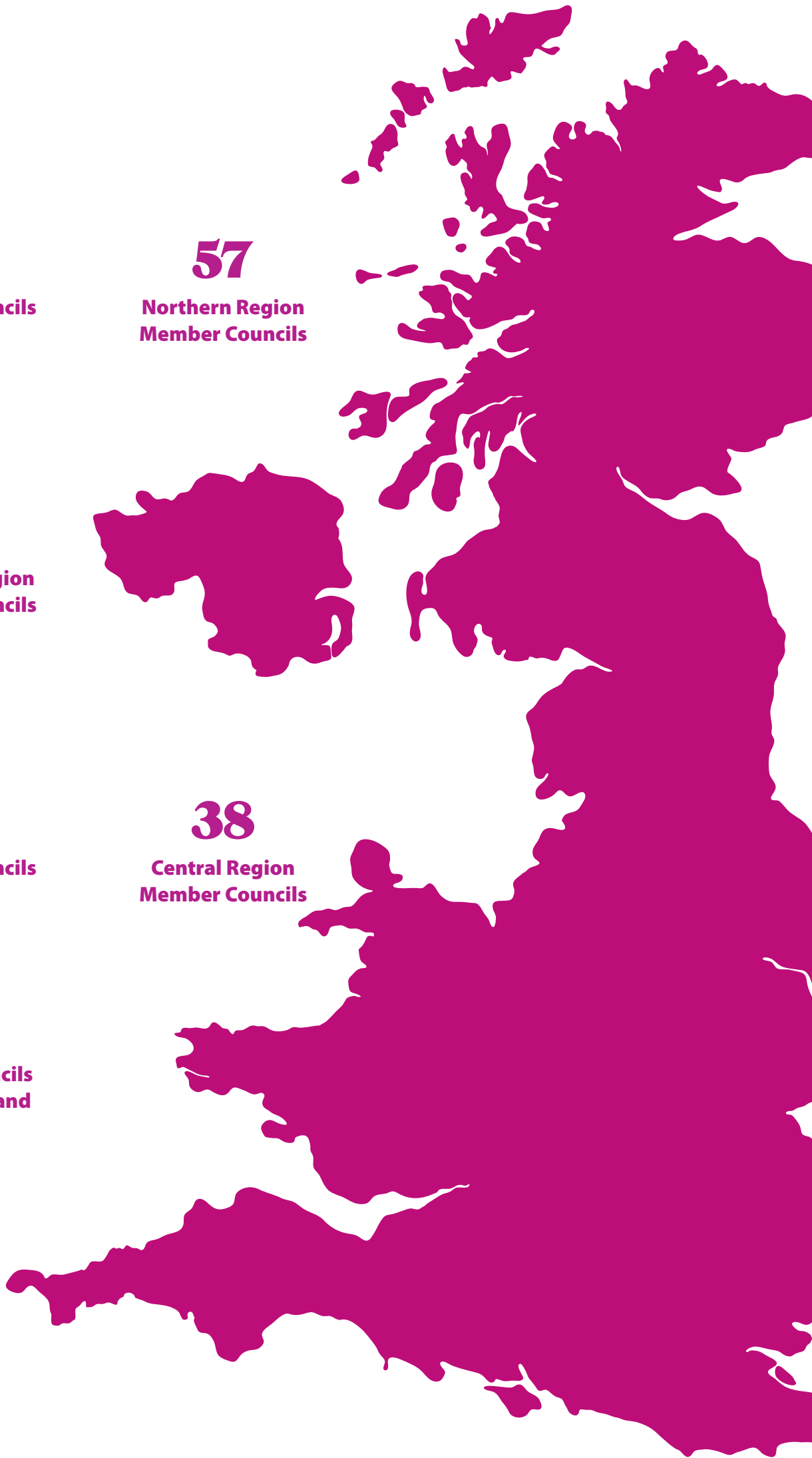
**Member Councils  
Wales**

**38**

**Central Region  
Member Councils**

**12**

**Member Councils  
Northern Ireland**



## **APSE Wales**

Membership for 2024-2025 stands at 16 Welsh authorities.

On 10 July 2024, APSE held its Welsh AGM in Llandrindod Wells. Discussion focused on the provision of affordable housing, the state of public finances, and the Well-being of Future Generations Act. Speakers included: Chris Llewelyn, Chief Executive, WLGA; Mo Baines, APSE Chief Executive; Reg Kilpatrick, Director of Local Government, Welsh Government; Heledd Morgan, Director - Implementation and Impact, Office of the Future Generations Commissioner for Wales; Cllr Andrea Lewis, APSE Wales Chair; Cllr James Gibson-Watt, Leader, Powys County Council.

Cllr Andrea Lewis, Deputy Leader of Swansea Council, was re-elected as Wales Chair at the AGM. Chris Cutforth from Swansea Council remained as National Secretary and Cllr Mark Wilson of Vale of Glamorgan Council was elected as Vice 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.

In early November 2024, APSE produced the report, Taking Ownership of Your Improvement, outlining how the association can support councils in Wales in meeting statutory performance requirements under the Local Government and Elections (Wales) Act 2021.

APSE exhibited at the Welsh Labour Conference at Venue Cymru in Llandudno on 16-17 November 2024. At the Conference, APSE contributed its research and briefing findings to workshop discussions on local government finance as well as fair rents and adequate housing.

On 11 December 2024, APSE held a special online meeting in collaboration with Audit Wales on collecting service-user information. The meeting was prompted by Audit Wales' summer 2024 report which found few councils are putting the views of those who use local services at the core of their reporting. Gary Emery, Director, and Sara-Jane Byrne, Audit Manager, at Audit Wales spoke on the report's findings. Debbie Johns, Head of APSE Performance Networks, and Dave Clark, Senior Business Development Officer of East Riding of Yorkshire Council, presented on the benefits of using APSE's customer satisfaction surveys

On 4 February 2025, APSE Wales held an online roundtable on delivering affordable housing units, discussing the challenges of building much-needed housing in Wales. The session was chaired by Cllr Steve Hunt, Leader of Neath Port Talbot Council, with case studies presented by Jane Abbott, Senior Officer, Housing and Communities, Denbighshire Council, and Cllr Andrea Lewis, Deputy Leader, Swansea Council; and Housing Spokesperson for the WLGA

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

## **APSE Northern**

Cllr Tracey Dixon, Leader of South Tyneside Council was elected as Northern Chair for 2024-2025 and APSE National Chair Elect. Anita Brown (Stockton-on-Tees Council) was re-elected as Northern Secretary for 2024-2025 and APSE National Secretary. Cllr John Kerr-Brown was elected in the role of Vice Chair.

APSE Principal Advisor for the Northern Region, Rob Bailey, took retirement at the end of March and has been replaced by Vickie Hacking who previously covered APSE Central Region.

Regional Forums have taken place in-person during 2024 and have included an APSE Northern Roundtable focusing on food waste emissions trading, an in-person event looking at regeneration and local economies which was held at Shakespeare in the North and delegates got to go behind the scenes of the venue with a guided tour. 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 2024-2025 remained high with 5 winners at the APSE Annual Service Awards, 11 winners in APSE's Performance Networks Awards 2024, showing the wealth of expertise and best practice taking place in the region.

APSE membership in the Northern region went through slight changes due to the formation of three new Unitary authorities in North Yorkshire: Cumberland; and Westmorland and Furness Council which came into being on 1 April 2023, All three councils were active members over the past year.

## **APSE Southern**

The role of Chair for APSE Southern 2024-2025 was held by Chair Cllr Jacqui Burnett, Luton Borough Council, the role of Vice Chair being held by Cllr Simon Letts, Southampton City Council, following the retirement in the preceding year of Cllr Steve Pearce of Bristol City Council, with APSE Southern passing on its thanks to Cllr Pearce for his service. The role of Secretary was once again undertaken by Colin Rowland, Strategic Director of Community Services, Isle of Wight Council.

There was vast engagement with members within the region with over 2400 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 a number of events for members including an online Equalities, Diversity and Inclusion seminar, and several in person events including a Waste and Recycling seminar, Street Cleansing seminar and Air and Climate Change seminar.

APSE Southern also hosted a Future Focus seminar, looking at policy and operational challenges, a Southern Parks and Open Spaces seminar, which explored the value to well-being on access to quality public realm, and a Southern Sports and leisure seminar focused on accessibility for all alongside the challenges of modernising facilities.

Various online networks were held which included parks and open spaces; sports and leisure services; highways and street lighting, renewables and energy efficiency; vehicle maintenance and transport; waste management and street cleansing and commercialisation; income generation and trading.

Over the course of the financial year, we were delighted to welcome Maldon District Council and Southwark Council into membership.

## **APSE Scotland**

Cllr Lynne Short of Dundee City Council and Cllr Judy Hamilton of Fife Council continued their roles of Chair and Vice Chair of APSE Scotland for 2024 – 2025. APSE Scotland also held this year the National positions of National Chair, with Cllr Archie Dryburgh elected at the AGM and Andrew Kennedy of East Ayrshire Council, elected as the National Secretary.

APSE Scotland passed a vote of thanks to Russell McCutcheon of North Ayrshire Council as longstanding Scotland Secretary who stepped down from his role alongside thanks to Andrew Kennedy for his service as the APSE Scotland Financial Advisor. Scott Blyth of West Lothian Council was confirmed as the new APSE Scotland Financial Advisor and continues as the Secretary of the Scotland Fleet, Transport and Vehicle Maintenance Network.

Throughout the year continuous engagement with a number of organisations benefitted APSE Scotland member councils. This has included ongoing collaborations with the Scottish Government; Zero Waste Scotland; Transport Scotland; The Office of the Traffic Commissioners for Great Britain; CoSLA; Keep Scotland Beautiful; SEPA; Improvement Service; SOLACE; Energy Saving Trust and the Scottish Housing Regulator. Issues raised include the National Litter and Flytipping Strategy, the decarbonisation targets for fleet and the new regulatory framework and guidance for social landlords, including consultation on new tenant and resident safety indicators around damp and mould.

Throughout the year Scottish Councils through APSE have taken 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 gave evidence to Scottish Parliament, Scottish Government and Cross-party Parliamentary Groups on behalf of our members. APSE has submitted responses to a number of consultations including Scottish Government's National Good Food Plan and a local authority General Power of Competence, as well as the Scottish Housing Regulator Annual Return on the Scottish Housing Charter.

APSE Scotland held a number of in person service specific events over the course of 2024-2025. In March 2025, APSE held the National Building and Housing Seminar at the Glasgow Hilton with speakers including David Sim, SHNZS, Scottish Government; Helen Shaw, Director of Regulation, Scottish Housing Regulator and Robbie McQuarrie, Senior Energy System Specialist, SP Energy Networks. APSE Scotland also had a number of local authority case studies from Dundee City; Moray; North Ayrshire and West Lothian Councils covering topics such as revitalising communities through housing developments, VOIDS and the impact of RAAC.

Network meetings have continued to thrive over the past year and engagement with officers and elected members

continues to grow. These groups are a key part of our membership resources service for Scotland which continue to ensure that our membership has the important opportunity to share knowledge and discuss issues with peers.

## **APSE Northern Ireland**

Membership for 2024-2025 stands at all 11 Northern Ireland authorities plus Education Authority NI.

During the course of 2024-2025, APSE held four Northern Ireland events – two online and two in-person. The first, held in-person on 6 June 2024 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 over 45 people and included representatives from all 11 member authorities plus Education NI.

On 20 June 2024, APSE held an in-person event in Lisburn, focused on how data-led intelligence can secure improvements in frontline performance.

On Wednesday 27 November 2024, APSE held an online seminar with a focus on how local authorities and partner organisations are designing and implementing strategies to help restore the diversity of Northern Ireland's habitats and species. Delegates heard from the Office for Environmental Protection Northern Ireland as well as Ulster Wildlife.

On 4 April 2025, APSE Northern Ireland hosted a webinar in collaboration with Socitm titled 'Having a well-defined AI policy'. The webinar explored the critical governance frameworks needed for the responsible adoption and use of artificial intelligence (AI) technologies, with a specific focus on generative AI.

## **APSE Central**

Cllr 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. Cllr John Clarke, Leader of Gedling Council was elected as Vice-Chair. Cllr Baggy Shanker, Leader of Derby City Council and Cllr Bhupinder Gahkal from Wolverhampton City Council were duly elected as National Council delegates for APSE Central, though Cllr Shanker was later elected as an MP in July 2024. Congratulations were passed on to him with thanks from APSE Central members for his service to APSE.

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 in person and online events which took place across the year. April 2024 saw an in-person event held in Beeston Nottingham which explored the local authority approach to changes in waste legislation with speakers including the Staffordshire Waste Partnership, Nottinghamshire County Council and the Chartered Institute of Waste Managers. June saw Chesterfield Assembly Rooms host an event on 'Park Life, Street Life: How local authorities are creating sustainable public realm' with speakers including Chesterfield Council, Worcester Council, Bolsover Council, Derby City Council, Newcastle-under-Lyme Council and Keep Britain Tidy.

Members also benefited from the experiences of Leicester City Council, the National Federation of Parks and Green Spaces and Stoke-on-Trent Council with an online webinar on Protecting and Enhancing Urban Green Spaces and a further webinar discussion involving councils across the APSE Central on the 'Devolution Revolution' both held in early spring 2025. The webinars were chaired by Cllr Mark Pengelly.

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



**168**

**APSE Performance  
Networks Members**



**144**

**APSE Energy  
Members**

**49**

**Awards Issued**

**205**

**Training Courses  
Delivered**



## **APSE's Organisational Form and Structure**

At the Annual General Meeting in 2024 APSE members unanimously agreed a motion, put to the AGM on behalf of National Council, authorising APSE and its National Council to establish a wholly owned trading company. Whilst APSE overall retains its incorporated association status, as supported by its member councils, offering ethical not-for-profit services, the wholly owned trading company will, once all such works transfer, conduct traded services including consultancy, energy consultancy and interim management work. The company will operate under the ethical banner of APSE, and its board of directors is drawn from APSE National Council and APSE's Chief Executive Officer who will hold the company shares on a Deed of Trust.

In future years, as the company go-live date was the 1 April 2025, the company, now named APSE Synergy, will be required to report its performance to the APSE Annual General Meeting and in between AGMs the Synergy Board is required to report to APSE National Council as shareholder. All consequential amendments to APSE's constitution, standing orders and business operating systems, accounts, assurance and audit processes, alongside company registration and the business processes such as Heads of Business Term, compliance and insurances were successfully implemented in advance of the 1 April 2025.

## **The APSE Policy Framework**

APSE is a campaigning organisation and whilst we do not operate on party political lines, and our National Council works across the very many political allegiances, and none, across its members, the association nevertheless reflects the views of members in supporting and advancing the interests of excellence in frontline services. The policy framework, supporting this aim, is set by National Council, who in turn are the representatives of our local council members. The policy framework is dynamic and is reviewed each year by National Council at its policy away day. The policy framework takes cognisance of views emerging from the APSE networks, which are facilitated by elected network and forum chairs, through member engagement in sector network meetings, seminars and events, roundtables and through research and survey findings. 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.

## **Research**

Throughout the past year, APSE, in collaboration with research partners and academics, has produced a number of research reports, covering a range of topics from economic growth to best practice guides and attitudes surveys. This has allowed the association to continue to contribute towards national policy debates, whilst also providing support and insight into the challenges and opportunities facing local government frontline services.

The 'Kickstarting economic growth' paper, produced in collaboration with the University of Staffordshire and the Centre for Local Economic Strategies, explored the relationship between local authorities and national economic growth. The paper was published in advance of the first Autumn Budget by the then newly elected Labour government, advocating for a recognition of the contribution local councils can play to supporting national economic growth when properly resourced and funded. A later report, authored by APSE Executive Consultant Matt Miller, explored the vital role local authorities can play in revitalising their high streets and town centres, drawing on examples of strategic regeneration efforts driven by housing, culture and environmental design.

APSE was commissioned by NABMA to carry out their National Survey 2024, looking at the state of the retail market industry. Data benchmarking was carried out by the APSE Performance Networks Team, providing a granular level insight into a range of topics, including trader demographics, finances, and the benefits of markets to local communities. The data analysis was supplemented by interviews with local authority market managers and teams, carried out by APSE's Communications Officer, which explored the work councils are doing to support their local market spaces and leverage them to benefit the wider community and local economy.

How councils are working to improve their local environment remains a key research topic for APSE. The 'Rewilding for the future' report presented the results of a survey looking at the state of local authority rewilding efforts, revealing a wide

range of projects including wildlife reintroduction, wetland restoration, hedgerow planting and woodland enhancement. The report also included several case studies, as well as a step-by-step guide to implementing a 'micro-rewilding' strategy, recognising the value of rewilding efforts to authorities based in urban and highly nature-depleted areas. Building on this was the grassland management guide, which provided a comprehensive framework for the effective stewardship of grasslands for local councils, again including best practice case studies and practical guidance on how to balance environmental benefits with community expectations.

Addressing the increasing concern surrounding the obesity crisis, which is contributing to unprecedented pressure on the NHS and council services, the 'Restricting the appeal and availability of junk food in England' report, produced in collaboration with the TCPA, looked at the tools available to local councils to limit the proliferation of unhealthy takeaways. The report looked at how current planning laws can be leveraged to prevent new junk food outlets from opening and restrict advertising for junk food. Case studies from councils across England provide examples of how local authorities have developed their own strategies to improve their food environments and improve health outcomes.

APSE was pleased to publish this year's latest findings in public attitudes to councils and council services. The annual public opinion survey, conducted in partnership with leading polling company Survation, found that trust remains high in councils and councillors compared to national government, with 49% of the public more trusting of councils, compared to 14% for the government. Like all APSE research, the APSE / Survation Poll 2024 can be downloaded via 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 restricting the appeal of junk food, grassland management, rewilding, economic growth and councillors' reflections on local democracy.

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 officers, civil servants and individuals from the private sector. By the end of the APSE year, LinkedIn followers totalled over 6,935 with a growth of 1,135 in the past year. There have been significant spikes in followers that align with the 2024 Annual Seminar, the 2025 Aviemore Seminar and the Big Energy Summit 2025 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 just under 5000. Engagement with posts is expectedly lower than on LinkedIn in terms of likes and reposts – especially since the changes to the platform's algorithm have been introduced. However, it remains one of the more visible channels for APSE promotion and communications. We have also created a BluSky account – a 'twitter-style' platform that has gained popularity since Elon Musk's takeover and rebrand of Twitter. We are slowly building up a follower base on BluSky, however, usage of the platform remains drastically lower than X. 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 Guardian, Daily Record and Ireland Live. APSE has also featured in trade and industry titles such as the MJ, where APSE enjoys regular features and an editorial comment column, Exec Review, Government Business, New Civil Engineer, Local Government News, Horticulture Week, LGC, LAPV, Public Sector Catering, Materials Recycling World, Landscape and Amenity, Open Access Government, Care Management Matters, Highways Magazine and Local Government Lawyer. Additionally, APSE has featured in a range of regional press outlets including Lincolnshire World, Wales Online, the Wigan Observer, Rhyl Journal, Derbyshire Times, Antrim Guardian, the Shields Gazette, the Grimsby Telegraph, The Northern Echo, Liverpool Echo, Dorset Echo, Kent Online, Leicester Gazette and Richmondshire Today. UK wide and regional coverage is monitored using the bespoke media software package Meltwater.

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.

From 1 April 2024 to 31 March 2025, 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. APSE Direct retains a balance of news content and features from member authorities, guest writers and news features with the ratio of commercial advertising, reflecting the fact that the magazine's core purpose is a member service, sharing best practice and opinion amongst APSE member councils.

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

As an advertising platform, APSE Direct has increased its sales revenue over the past year - 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 34 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 provide online roundtable webinars, focusing on requested crucial issues in local government, including grassland management, allergens, and building safety seminars, along with the annual service specific conferences. Satisfaction levels amongst delegates remains high with 98% of attendees rating APSE seminars and events as excellent or good. APSE seminars and events continue to attract high-profile speakers alongside local authority leaders and academics.

The data speaks to the value of these events with 4840 delegates attending a seminar or training course, representing 420 different local government organisations, during the year.

APSE exhibitions remain popular, with over 200 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.

The APSE Service Awards 2024, held at The Grand, Bristol, was hosted by Presenter and Broadcaster, Sian Lloyd, and was attended by over 300 guests. Antrim and Newtownabbey 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.

## **APSE Networks and strategic forums**

As agreed at the AGM in 2024 the APSE Advisory Groups were changed to APSE Networks reflecting the more collaborative functions of the networking events. During 2024-2025 each service area provided opportunities for APSE members to come together and discuss new, emerging or challenging issues alongside successes and best practice across the groups.

State of the market survey work informed many of the groups ensuring that the groups are tailored to meet the needs of the membership. APSE Southern groups are now more focused on thematic groups so as not to replicate the UK wide groups avoiding duplication and providing better networking for members. Similarly in Wales a shift to thematic forums has allowed for a more comprehensive focus on issues such as housing and homelessness.



During the course of the year specific policy events were also held online looking at local government finance, planning reforms and local authority powers.

Strategic forums are generally held across political party events as specific networks to inform future policy development within APSE and during the year these strategic forums have shaped policy thinking on the future of local authority sports and leisure services, planning reforms and housing provision, insourcing, and procurement.

Attendance across APSE Networks reached 2070 with 364 people attending strategic forums.

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

The APSE website received some upgrades during 2024-2025 with online payments now linked on booking pages and some improvements to navigation, and website security measures. The volume of service sectors and specific interest networks remains a challenge in managing content.

The website remains the primary source for hosting details about 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. The web now also hosts the home page for APSE Synergy and the client hub for the company.

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 318 network queries were issued on behalf of members in 2024-2025 with 2,416 network query responses.

### **APSE Solutions**

During 2024-2025 APSE Solutions experienced some significant changes to the staffing and management team, challenges presented by the local government marketplace and of course preparations for the successful transition of APSE Solutions and APSE Energy consultancy and interim management services to commence trading under APSE's new wholly owned trading company, APSE Synergy. Despite these major challenges, and the team's adjustment after the retirement of the long-serving and highly regarded Andy Mudd as Head of APSE Solutions, the Solutions team have worked meticulously to ensure the same high level of service was delivered to local council clients, offering high volumes of consultancy reviews and transformation support, including productivity and service reviews, support in managing industrial conflicts, service assessments and quality improvement, fees and income work and operational support on waste and resources, fleet reviews and vehicle maintenance, education catering, leisure services, highways, parks and ground maintenance and delivery model options appraisals including service insourcing.

The interim management side of the business, whilst highly regarded by client councils, slowed towards to the end of the third and fourth quarter of the year. However this was revived with the end of year order book showing one of the highest placement levels of interims for the new financial year in place. The high demand for the service, together with satisfaction levels on both the quality of the interims placed and the value for money for the local councils, who are predominantly APSE members, receiving APSE member rates for the service, continues to generate demand for the service. This demand leads to one of the biggest challenges faced by the Solutions team, which is ensuring a supply of experienced and professional interims are available to APSE members. APSE Solutions unique knowledge across a range of frontline services and policy issues endures and in 2024-2025 this was reflected in the consultancy side of APSE Solutions delivering the highest number of completed jobs in year in recent history. This result reflects the determination of the Solutions team to serve APSE members.

Changes in legislation and ongoing plans surrounding local government reorganisation have contributed to the pressure on frontline services but also opened new opportunities for APSE Solutions to support the network through these challenging times. The team hosted a number of online roundtables, with sector experts from across the APSE Solution's field associates, and launched a fixed fee support package for diagnostic workshops, between councils facing reorganisation, across frontline services, to provide very practical operational support on merging service delivery models and operational platforms, reviewing assets such as depots, and ensuring day one delivery for newly formed councils services.

After many years of development, and working with APSE Training, 2024-2025 saw the launch of a highly successful mentoring programme, alongside the Local Government Staff Commission, with 13 mentors actively supporting Head of Service and Director level staff across 11 authorities in Northern Ireland.

Recent work on support through industrial action disputes and mediation work has been an added benefit to the portfolio of services delivered through experienced and trusted APSE Associates. This work is in no small part due to the unique offering of APSE Solutions which 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.

## **APSE Training**

During 2024-2025 APSE Training delivered 193 courses attracting 2216 learners across both Open and In-house training courses and Masterclasses. All Open courses were delivered via Microsoft Teams. However, 47% of in-house courses were held onsite, at venues arranged by the commissioning authorities. Carbon Literacy and other climate related courses continued to be the most popular, but stalwarts such as Project Management and Supervisory Skills also ranked highly on the course league table. Whilst 2024–2025 started out as a challenging year for APSE Training with a slow start to the first quarter this was followed by steady growth and ending with a very buoyant final quarter and end of year performance.

In response to requests for bespoke content from local authorities, the team developed a new programme: 'Creating a Net-zero Climate Culture', which was devised and delivered in partnership with APSE Energy.

Additionally, a half-day course, 'Wildflower Meadow Management in Parks', created to support a specific authority, was subsequently morphed into a full day course: 'Wildflower Meadows and Grasslands Management for Local Authorities'. This has now been added to our portfolio of 43 courses which can be booked via the APSE website.

Feedback helps the team to continuously improve the service. Of the 1495 people (67% of learners) who responded to APSE's post-course training feedback survey, 1194 were 100% satisfied with the knowledge of the trainer and 1478 people rated their satisfaction at 80% and over. The quality of our training is vital and satisfaction scores, from feedback, remain high overall at 92%. However, the team looks to improve and build on feedback where the opportunity arises. For example, our 'Effective Social Media' course now contains a digitally richer programme to attract internal comms professionals as well as those who are starting out on their digital communications journey. To reflect this, the course is newly titled 'Social Media and Digital Communications for UK Councils'.

The team also builds on the overwhelmingly positive comments made about the ways in which training has helped learners, and their services, to develop.

The core team comprises three full-time staff members: Head of Service, Senior Training Officer and Training Coordinator, and a two-day Business Support Assistant (Finance). This core group supports a growing number of Associate trainers, who are experts in their field, dedicated to positive outcomes for communities through excellence in public service delivery. APSE Training remains integral to APSE's services to its member councils through ensuring that the training offer is comprehensive and dynamic, enabling it to respond to emerging policy and operational issues across the UK.

## **APSE Energy**

Global changes influence local circumstances whilst fluctuations in energy prices will be felt by big energy users such as UK local authorities. The new government has re-focussed on some elements of this agenda shown by the prompt permission given to 3 large solar farms, the creation of Great British Energy and some funding decisions to support the sector.

Within this context, the APSE Energy membership numbers are now over 130, and the number of individuals from each of those councils who are engaging with APSE Energy is growing too. 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 activity supports its members through briefings, newsletters and publications on a variety of relevant topics. Summits, events and forums and provides 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 proven 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. Our BIG Energy Summit, supported by DESNZ, was the most popular yet with 300 delegates attending in Birmingham, with some unable to attend due to the event reaching its maximum capacity.

The inaugural APSE Energy awards supported by DESNZ were introduced at the Summit. With Walsall Council's 'Local Energy Advice Demonstrator Pilot' taking the award for 'Supporting Innovation', Bedford Borough Council for their project 'From Brown to Green – Generating Clean Energy on top of Landfill' taking the award for 'Accessing and Managing Finance' and 'North Yorkshire Council and the York and North Yorkshire Combined Authority' taking home the award for 'Working in Collaboration' with their groundbreaking 'Development of the Shared Prosperity Fund Decarbonisation Theme' completing the winners in the inaugural awards.

The aim of the awards is to highlight specific examples of good practice and to provide a platform to spread the word. It is always good to get a bit of promotion and publicity around local government projects and success stories so that is part of it too. In the case of the winners, the projects covered financial management, solar technology, asset management, community engagement, behavior change, joint working, supporting local business and project management, providing learning opportunities for other council members.

Looking at consultancy support, 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 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 175 authorities, with 48 local authorities using the Land Audit Management System (LAMS) App.

The ability to benchmark and share performance data assists APSE member councils to understand how others are performing relative to the challenges that local services are facing; including the effects of local government financial settlements on frontline service budgets and increasing demand for services, difficulties recruiting and retaining staff and the cost of providing services. 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 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 the impact of extreme weather events, energy security and energy costs. APSE Performance Networks therefore launched a new climate change benchmarking model which monitors progress corporately on emissions, buildings, vehicles, energy efficiency, energy usage, climate adaptation, ecology, carbon sequestration, and carbon offsetting. This complements the service-specific measures to benchmark climate change throughout the local authority. The aim is to bring together a dashboard of corporate measures and give members the ability to drill down into service-specific measures.

A new online library of support and training videos now assists our local council members to complete their data submissions, and enabling them to join a live online training session, should they prefer. Digitalisation of the service has included rolling out some of the new Power BI reports which are available on the secure web portal. These reports are interactive, and members can drill down the data and create their own 'family group' filters. These complement the existing report set and further Power BI based reports which will be tested and rolled out during 2025-26.

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.

APSE Performance Networks has been collaborating with Defra since 2009/10 on Waste Dataflow to obtain recycling tonnage data directly and reduce the data input for members, and a similar arrangement has now been developed with SEPA which benefits APSE members in Scotland. The new collaborative arrangement with Sport England has also been advanced, allowing participation and financial data for leisure centres to be shared across the Moving Communities and APSE Performance Networks platforms reducing duplication for local authorities. Similar collaborative arrangements have now been 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.

Collaborations also continue to NABMA with APSE Performance Networks analysing the latest NABMA survey data for 2024. Members of APSE Performance Networks who contribute to the survey can also receive their own comparison report with the average data set upon request.

## **Staffing and business resources**

APSE's staffing complement has continued to evolve to meet the needs of the Association. The current headcount stands at 37. Various changes occurred during the year including the retirement of Rob Bailey, Principal Advisor, following 22 years of service. Rob was replaced by Bonni Jee, who has been well received by APSE's members. Charlotte Banks (Principal Advisor – Energy) departed to commence a new career in teaching, replaced by James Jefferson who was previously the APSE Energy Research and Project Officer, this role was then filled by Charlotte Burke. In June 2024 we said goodbye to our colleague Andy Mudd, who retired after over 25 years with APSE and even longer across local government. Andy joined APSE initially as a Principal Advisor and quickly became the Head of APSE Solutions, leading the service into the well-regarded interim management and ethical consultancy offering that it remains today to member councils. Thankfully, Andy's skills are not lost and he continues as an Associate for APSE.

Two staff members commenced maternity leave: Megan Butterworth and Julie Cook, with temporary replacements being made by Adam Evans and Chris Chapman. Olivia Wright (Training Coordination Officer) departed, to return to Jamica and Helen Reed is due to commence in summer 2025 to fill the vacant role.

A review of the staffing resource in the Scotland office was also completed. The roles of 'Research and Coordination Officer' formerly filled by Garry Lee, who left APSE to work for one of our member councils, along with the three-day role of 'Finance and Information Officer', formerly filled by Lyndsey Moffat, who retired, were reviewed. Two new roles of 'Research and Information Officer' and 'Business Support Apprentice' were added to the structure and have been filled by Sophie Boyle and Owen Baker respectively.

A whole team away day took place in July 2024 which was the first of its kind. All teams participated in the cross-team collaboration, seeking improvements and developments using a whole organisation approach.

Various staff members are on higher education courses and investment in staff training continues to have significant importance. The introduction of apprentices in 2024 has been a resounding success with one member of staff, Iqra Ali, being appointed into a permanent position and the other, Jay Jowitt, being employed on a one-year fixed term contract.

The development of a new database and business intelligence system has now been completed which is core to overall business improvement and data use. The system is now in use, improving accuracy, processing times and data quality. Integration with the website has improved marketing and booking processes and reduced the level of manual effort.

Power BI is being increasingly utilised to run dashboards and visualisations for both staff and governance boards. In addition, work has been undertaken to ensure that the data is accurate and complete, ensuring that APSE's members receive relevant information, bespoke to their requirements.

APSE's Environmental, Social and Environmental strategy (ESG) has led to further improvements including the transition to green energy usage, improved recycling and procurement improvements. 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.

The business resources team has also played a core role in developing APSE Synergy through new accountancy systems, business processes and compliance measures. More widely, across the whole of APSE, the business resources finance team have supported the more effective processing of invoicing and payments systems, better controls on debtor systems and supported corporate improvements financial audit and monitoring processes.

## Section 4

# Finances



# Finance Report Preface

APSE's National Council once again made a decision to support member councils by offering a below inflation subscription increase for 2024-2025 with APSE absorbing the ongoing cost increases across the Association's services. This has included increases in venue costs, insurance, IT, property costs, wage costs and other day to day expenditure items. As a not-for-profit unincorporated association, members will be aware that before investments can be made in APSE services it has to be earned. During 2024-2025, APSE invested in a new system 'Pegasus' to improve membership data, records and marketing preferences. IT upgrades have also continued.

APSE also relies on its traded services income and 2024-2025 has been a difficult trading year for some services due to market conditions. However those services are now seeing significant upticks in performance, whilst membership of APSE overall including APSE Energy and APSE Performance Networks subscriptions remain stable. Cognisance of the changing nature of English Local Council structures, which will deepen in the coming years, is not without impact on APSE's membership subscription base and such matters are monitored and considered on an ongoing and dynamic basis.

2024-2025, as members will be aware from the direct communications to them, also created an unprecedented call on APSE's resources to deal with a serious legal matter. Thus for the second year in succession significant expenditure was made on professional fees to deal with this matter. Additional professional fees were also invested in future-proofing APSE's organisational model with much of 2024-2025 dedicated to the development of APSE Synergy, a wholly owned limited company which was registered in March 2025 and with a go-live date of the 1 April 2025. As with last year's agreement of the APSE Annual General Meeting a company report will be made at the AGM in 2026 following its first year of trading together with a financial report.

This financial report relates to the second year of the APSE Business Plan for 2023-2026. The business plan is regularly reviewed against performance by the National Council and APSE's Policy Performance and Scrutiny Committee with adjustments to budgets and forecasts agreed through the representative bodies. This year the National Council agreed a revised Reserves Policy which is reflected in note 9 to the accounts which fortifies consideration of APSE as a going concern in the use of its reserves.

The overall Business Plan target for 2024-2025 was adjusted to an income target of £5,375,000 and the year end income reached £5,090,556 falling short of the target due to the trading conditions detailed above. However, members will recall that in the 2023-2024 annual report a small surplus of £8,821 was reported and similarly this year a small surplus of £5,225 is reported due to correlating measures to controls on expenditure, which as a result meant that the originally projected deficit of -£77,000 did not materialise. The revised business plan targets were agreed and reported to APSE's National Council and Policy and Performance Scrutiny Committee. Bank interest remained buoyant across the year with APSE receiving a yield of £103,086. National Council agreed that the Designation fund of £200,000 should be drawn upon to cover some of the exceptional professional fees of £207,325 and therefore the accounts reflect the use of £105,500 of the allocated designation fund.

The Association Assets remain strong at £2,705,511 which is made up of £2,505,551 and a designation fund of £200,000. The designation fund remains at £200,000 to cover any unexpected, or foreseeable but unaccounted for items of expenditure.

APSE's reserves policy remains as 30% of reserves to expenditure or £1m of available financial reserves, whichever is the greater. In these financial statements 30% of expenditure is £1.52M. APSE's reserves remain compliant with this policy and in fact represent just over 50% this year. This policy enables APSE's National Council to consider its response should any catastrophic event occur, including the costs of dissolution of APSE as a going concern. As reported last year 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 revised reserves policy ensures that the use of reserves must now take into account such considerations.

The associations total reserves are £2,705,511 less functional fixed assets (£2,779) and the special purpose designation fund (£200,000) equals a general reserve of £2,502,732. This is considered adequate.

The accounts demonstrate that APSE is largely meeting the anticipated targets set out in the business plan for 2023-2026 but has underperformed against the adjusted targets for 2024-2025 due to a combination of market conditions and exceptional items of expenditure. This has been mitigated by expenditure controls and strong financial management.

Whilst the accounts remain in good health, with strong reserves, ongoing monitoring of performance will remain necessary alongside dynamic reviews of trading conditions for APSE's traded services, changes to membership levels and expenditure.

**Mo Baines, Chief Executive, APSE**

**Revenue Account**  
**for the year ended 31 March 2025**

Income	APSE	APSE	APSE	APSE	Performance	Total	Total
	APSE	Energy	Solutions	Training	Networks	2025	2024
	£	£	£	£	£	£	£
National membership fees	838,283	328,200	15,136	1,216	918,321	2,101,154	2,113,495
Approved partners	79,397	26,077	-	-	-	105,474	75,482
Seminar income	323,157	75,790	-	-	53,517	452,464	501,384
Consultancy and training income	-	360,281	1,446,225	380,271	72,512	2,259,289	2,739,022
Special projects income	-	-	-	-	-	-	4,500
Publication sales	29,683	(80)	-	-	-	29,603	27,176
Miscellaneous income	37,559	1,252	-	-	673	39,484	48,627
Bank interest	103,086	-	-	-	-	103,086	68,809
<b>Total income</b>	<b>1,411,166</b>	<b>791,520</b>	<b>1,461,360</b>	<b>381,487</b>	<b>1,045,022</b>	<b>5,090,555</b>	<b>5,578,495</b>
<b>Expenditure</b>							
Establishment	1,033,229	207,141	223,777	219,198	472,032	2,155,377	2,207,781
Associates	4,871	266,085	1,116,522	86,130	55,601	1,529,208	1,876,282
Seminar costs	232,291	136,778	1,497	-	110,338	480,904	533,343
Meetings	29,963	854	105	461	1,523	32,906	40,912
Fringe meetings	17,228	-	-	-	5	17,233	17,632
Premises costs	76,634	15,489	23,234	15,489	46,467	177,313	189,748
Office costs	64,109	6,003	11,074	8,128	75,501	164,816	108,273
Printing and photocopying	58,969	1,578	617	108	2,121	63,392	150,656
Professional fees	41,592	83,051	9,228	9,228	64,226	207,325	288,833
Promotional/advertising	64,315	1,417	-	4,011	50,089	119,832	98,442
Bad debts	(10,831)	-	2,577	(1,347)	23,950	14,349	(2,821)
Depreciation	9,175	-	-	-	-	9,175	40,721
Miscellaneous	7,582	86	71	85	176	8,000	10,196
Designation fund	105,500	-	-	-	-	105,500	9,676
<b>Total expenditure</b>	<b>1,734,626</b>	<b>718,483</b>	<b>1,388,700</b>	<b>341,492</b>	<b>902,029</b>	<b>5,085,330</b>	<b>5,569,674</b>
<b>Net income/(expenditure) for the year</b>	<b>(£ 323,460)</b>	<b>£ 73,037</b>	<b>£ 72,660</b>	<b>£ 39,995</b>	<b>£ 142,993</b>	<b>£ 5,225</b>	<b>£ 8,821</b>
Net income/(expenditure) before designation fund expense	(£ 217,960)	£ 73,037	£ 72,660	£ 39,995	£ 142,993	£ 110,725	

**Association for Public Service Excellence  
Balance Sheet  
as at 31 March 2025**

	Notes	2025	£	2024	£
<b>Fixed assets</b>					
Tangible assets	6		2,779		6,395
<b>Current assets</b>					
Debtors	7	915,607		1,099,317	
Investments held as current assets		1,763,528		1,678,362	
Cash at bank and in hand		734,471		957,015	
		<u>3,413,606</u>		<u>3,734,694</u>	
<b>Creditors: amounts falling due within one year</b>	8	(710,874)		(1,040,803)	
<b>Net current assets</b>			<u>2,702,732</u>		<u>2,693,891</u>
<b>Net assets</b>			<u>2,705,511</u>		<u>2,700,286</u>
<b>Reserves</b>					
Profit and loss account	9		2,505,511		2,504,099
Designated funds	9		200,000		196,187
<b>Funds of the association</b>			<u>2,705,511</u>		<u>2,700,286</u>

# Appendices

The background of the slide is a collage of business-related images. It features several data visualization charts, including bar graphs, line graphs, and pie charts, all rendered in a semi-transparent, light green color. A prominent image in the upper right shows two hands shaking in a firm grip, symbolizing a business deal or agreement. In the lower right, a hand is seen holding a silver pen, poised to write on a document. The overall aesthetic is professional and data-driven, with a consistent color palette of greens and greys.



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# Appendix 1: APSE members 2024-2025

## Approved Partners: 31

Alliance Leisure, Brightly Software, Cemetery Development Services, Contenur UK Ltd, DAF Trucks Limited, Edge IT Systems Ltd, Enterprise Rent-A-Car UK Ltd, Faun Zoeller (UK) Ltd, Finders International, Fraser and Fraser, Green Pigeon Consulting Ltd, Green-tech Ltd, IQSS, JPP Geotechnical and Environmental Ltd, Lendology CIC, MOBA UK Ltd, Mould Growth Consultants Ltd, Nationwide Platforms Ltd, Phrenotech Ltd, REEN Technologies Ltd, Roadvert Limited, Safecote Ltd, SLG Décor (Southern) Ltd, Space & Place (AFLSP Ltd), Tarmac Trading Limited, Velocity UK Ltd, Villiger, W J North, WM Hamilton and Sons Ltd.

## 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: 38

Ashfield District Council, Bassetlaw District Council, Birmingham City Council, Blaby District Council, Bolsover District Council, Bromsgrove 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, Rudditch Borough Council, Rugby Borough Council, Rutland County 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, Wychavon District Council, Wyre Forest District Council.

## APSE Northern: 57

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, 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: 33

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, 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, Brent Council, Bristol City Council, Buckinghamshire Council, Cambridge City 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, 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 City

Council, Southwark 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, Uttlesford District 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, Neath Port Talbot County Borough Council, Newport City 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: 292 members**

# Appendix 2: APSE Performance Networks members 2024-2025

## **APSE Central: 26**

Birmingham City Council, Bolsover District Council, Bromsgrove District Council, Cherwell District Council, Chesterfield Borough Council, Derbyshire County Council, Gedling Borough Council, Herefordshire Council, Leicestershire County Council, Mansfield District Council, Newcastle-Under-Lyme Borough Council, North East Derbyshire District Council, North Northamptonshire Council, North Warwickshire Borough Council, Nottingham City Council, Shropshire Council, Solihull Metropolitan Borough Council, South Staffordshire Council, Stafford Borough Council, Telford and Wrekin Council, Walsall Metropolitan Borough Council, Warwickshire County Council, Wolverhampton City Council, Worcester City District Council

## **APSE Northern: 44**

Barnsley Metropolitan Borough Council, Blackpool Council, Bolton Metropolitan Borough Council, Burnley Borough Council, Calderdale Metropolitan Borough Council, Cheshire East Council, City of Doncaster Council, City of Lincoln Council, City of York Council, Department of Infrastructure, 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, Liverpool City Council, Manchester City Council, Middlesbrough Council, North Lincolnshire Council, North Yorkshire Council, Northumberland County Council, Oldham Metropolitan Borough Council, Preston City Council, Rochdale Metropolitan Borough Council, Rotherham MBC, Sheffield City Council, South Holland District Council, South Kesteven District Council, South Tyneside MBC, Stockton-on-Tees Borough Council, Sunderland City Council, Tameside Metropolitan Borough Council, Wakefield MDC, 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

## **APSE Northern Ireland: 4**

Ards and North Down Borough Council, Armagh City Banbridge and Craigavon Council, Belfast City Council, Education Authority NI

## **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: 45**

Bournemouth Christchurch and Poole Council, Cambridge City Council, 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, Great Yarmouth Borough Council, Hackney London Borough, Huntingdonshire District Council, Ipswich Borough Council, Kent County Council, Lewisham London Borough, London Borough of Hounslow, London Borough of Tower Hamlets, Milton Keynes Council, Norfolk County Council, North Somerset District Council, Norwich City Council, Oxford Direct Services Ltd, Oxfordshire County Council, Plymouth City Council, Reading Borough Council, Royal Borough of Greenwich, Royal Borough of Windsor & Maidenhead, Sevenoaks District Council, South Cambridgeshire District Council, South Hams District Council, Southwark London Borough, Stevenage Borough Council, Stroud District Council, Suffolk County Council, Thurrock Council, Uttlesford District Council, Vision Redbridge Culture and Leisure, 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, 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: 168 members**



**APSE's performance networks seminar 2024, Blackpool**

# Appendix 3: APSE Energy Members 2024-2025

## Approved Partners: 7

Eddisons, Equity Energies, Kensa Contracting, LASER Energy, Lendology, Sharpe Pritchard, YES Energy Solutions

## Central: 19

Ashfield District Council, Blaby District Council, Bolsover District Council, Chesterfield Borough Council, Coventry City Metropolitan Borough Council, Derby City Council, Derbyshire County Council, Derbyshire Dales District Council, Gedling Borough Council, Hinckley & Bosworth Borough Council, North Northamptonshire Council, North Hertfordshire Council, Nottingham City Council, Nottinghamshire County Council, Rutland County Council, Sandwell Metropolitan Borough Council, Walsall Council, Warwick District Council, Warwickshire County Council.

## Northern: 36

Barnsley Metropolitan Borough Council, Barnsley Premier Leisure, Blackburn with Darwen Borough Council, Blackpool 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 Council, Northumberland County Council, Preston City Council, Salford City Council, Sefton Metropolitan Borough Council, Sheffield City Council, South Kesteven District Council, South Tyneside Metropolitan Borough Council, St Helens Metropolitan 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, 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, Isle of Wight Council, Islington London Borough, Kent County Council, Lee Valley Regional Park, London Borough of Hackney, London Borough of Havering, London Borough of Hounslow, Luton Borough Council, Maidstone Borough Council, Maldon District Council, New Forest District Council, Oxfordshire County Council, Reading Borough Council, Sevenoaks District Council, South Cambridgeshire District Council, South Oxfordshire & Vale of White Horse Councils, Southampton City Council, Southend-on-Sea Borough Council, Spelthorne Borough Council, Stevenage Borough Council, Surrey Heath Borough Council, Tendring District Council, Three Rivers District Council, Torridge District Council, Uttlesford District Council, Watford Borough Council, Waverley Borough Council, West Berkshire Council, Wiltshire Council, Winchester City 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: 144 members

# Appendix 4: APSE National Council Members 2024-2025

## Current National Chair:

Cllr Archie Dryburgh, MBE, Dumfries and Galloway Council

## Current National Secretary:

Andrew Kennedy, East Ayrshire Council

## Past National Chair:

Cllr Jacqui Burnett, Luton Borough Council

## Past National Secretary:

Colin Rowland, Isle of Wight Council

## National Chair Elect:

Cllr Tracey Dixon, South Tyneside Borough Council

## National Secretary Elect:

Anita Brown, Stockton-on-Tees Council

## APSE Central

Chair: Cllr Mark Pengelly, North Northamptonshire Council

Secretary: Samantha Dennis, Derby City Council

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

### Additional Members:

Cllr Ndukwe Onuoha, Derby City Council

Cllr Bhupinder Gahkal, Wolverhampton City Council

## APSE Wales

Chair: Cllr Andrea Lewis, Swansea Council

Secretary: Chris Cutforth, Swansea Council

### Additional Members:

Matt Wakelam, Cardiff City Council

Cllr Mark Wilson, Vale of Glamorgan 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 District Council

### Additional Members:

Cllr Martin Reilly, Derry City and Strabane District 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 (to May 2024)

Vice Chair: Cllr Simon Letts, Southampton City Council (from June 2024)

### Additional Members:

Paul Naylor, Eastleigh Borough Council

Cllr Tonia Craig, Eastleigh Borough Council

Cllr Sue Cooper, South Oxfordshire District Council

Kate Langdown, Bournemouth, Christchurch and Poole Council

Cllr Graham McAndrew, East Herts District Council

## APSE Scotland

Chair: Cllr Lynne Short, Dundee City Council

Secretary: Andrew Kennedy, East Ayrshire Council

Vice Chair: Cllr Judy Hamilton, Fife Council

### Additional Members:

Cllr Tom Conn, West Lothian Council

Cllr George Paul, West Lothian Council

Scott Blyth, 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 Trevor Young, West Lindsey Council

Paul Belotti, East Riding of Yorkshire Council

# Appendix 5: APSE advisory group and strategic forum chairs 2024-2025

## Advisory Groups

### Building cleaning

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

### Catering (school meals)

**Chair:** Norma Stephenson, Stockton-On-Tees Council

### Cemeteries and crematoria

**Chair:** Cllr David Hughes, Flintshire County Council

### Highways and street lighting

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

### Housing, construction and building maintenance

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

### Social value, procurement and commercialisation network

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

### Parks, horticulture and grounds maintenance

**Chair:** Cllr Sam Lux, Nottingham City Council

### Renewables and climate change

**Chair:** Cllr Freddie Bailey, Preston City Council

### Special Purpose Task and Finish Group

**Chair:** Cllr Graham McAndrew, East Herts District Council

### Sports and leisure management

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

### Transport and vehicle maintenance

**Chair:** Cllr Toby Wells, 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

Cllr John Kerr Brown, Warrington Council

### Climate change emergency

Cllr John Clarke, Gedling Council

### Commercialisation and Finance

Cllr Trevor Young, West Lindsay Council

### Communities, neighbourhoods, and localism

Cllr Lisa Brown, Cumberland Council

### Environment and sustainability

Cllr Jacqui Burnett, Luton Council.

### Healthy communities

Cllr Richard Wright, North Kesteven Council

### Housing Social justice and welfare reform

Cllr Mark Pengelly, North Northamptonshire Council

### Property, asset management and regeneration

Cllr Alan MacDowell, Ards and North Down Council

### Service transformation

Cllr Andrea Lewis, Swansea Council

## Appendix 6: Training, seminars, meetings and promotional activity 2024-2025

Training courses	Courses	Learners
Advanced Contract Management	4	44
Advanced Parks Management: Sustainable Finance	3	18
Biodiversity Net Gain: Preparing Parks Professionals	4	58
Building a Climate Business Case	1	7
Building Safety Act	1	17
Burial and Cremation (Scotland) Act 2016	2	14
Carbon Literacy for Leaders and Managers	8	95
Carbon Literacy for Local Authorities	18	245
Carbon Literacy for Elected Members	4	38
Carbon Literacy Trainer	4	32
Climate Action for Councils	2	21
Coaching and Mentoring for Councils	1	11
Community Empowerment (Scotland) Act: Part 9 Allotments	3	47
Conducting an Equality Impact Assessment	3	39
Construction Design and Management Regulations Refresher	9	117
Creating a Net Zero Climate Culture	12	154
Developing and Delivering a Commercial Strategy	2	10
Developing and Managing Service Level Agreements	6	54
Effective Social Media for Local Authorities	4	27
Enhancing Customer Experience on the Frontline	2	35
Equality on the Frontline	4	39
Health and Safety in Waste and Environmental Services	4	46
Health and Safety on Highways and Verges	2	43
Insourcing Public Contracts: Rebuilding Capacity	1	5
Introduction to Parks Management	3	29
Introduction to Waste Collection and Street Cleansing	2	25
Leadership and Management Skills	5	61
Leading a Customer Focused Culture	3	28
Legal and Practical Management of Cemeteries	2	14
Making Space for Nature in Burial Grounds	1	13
Managing Allotments in Local Authorities	4	43
Managing Change in Local Government	1	11
Managing Programmes in Local Government	3	21
Non-Executive Director	1	6

Organisational Customer Culture Roundtable	1	12
Plant Biosecurity for Local Authorities	2	20
Presentation Skills	6	62
Principles of Contract Management	9	131
Project Management in Local Government	9	138
Scrutiny and Challenge	3	38
Supervisory Skills for Team Leaders in Frontline Services	10	102
Time Management	3	46
The Bereavement Journey	4	38
Train the Trainer	6	56
Turning Complaints into Compliments	3	38
Wildflower Meadow Management in Parks	1	16
Working with Volunteers and the Voluntary Sector	2	11
Working with Elected Members	2	15
Written Communication Skills	3	26
<b>TOTAL TRAINING</b>	<b>193</b>	<b>2216</b>

### Total courses:

Courses	Training	Masterclasses	Total
Open	60	41	101
In House	70	22	92
<b>TOTAL</b>	<b>130</b>	<b>63</b>	<b>193</b>

### Total learners:

	Training	Masterclass	Total
<b>Open</b>	549	353	<b>902</b>
<b>In House</b>	992	322	<b>1314</b>
<b>Total</b>	1541	675	<b>2216</b>

Regional Learners	
Southern	816
Northern	483
Central	198
Welsh	120
Scottish	413
Northern Ireland	121
National	65
<b>Total</b>	<b>2216</b>

Feedback	
Satisfaction	92%
Recommended	89%
<b>Total</b>	<b>90.5%</b>

## Service specific national seminars

### Transport and Vehicle Maintenance Seminar

Thursday 20 June 2024, Crewe

### Annual Seminar

11-12 September 2024, Bristol

### Housing Online Seminar - Tackling the homelessness crisis

Wednesday 9 October, Microsoft Teams

### Waste and Recycling Seminar

Thursday 17 October 2024, Nottingham Racecourse

### Highway Resilience Forum

Friday 11 October 2024, Bradford

### Scottish Energy Summit

Tuesday 22 and Wednesday 23 October 2024, Glasgow

### Grassland Management Seminar

Thursday 7 November 2024, Online

### Sports and Leisure Seminar

Wednesday 13 November 2024, Loughborough

### Cemeteries and Crematorium Seminar

Thursday 21 November 2024, National Memorial Arboretum

### APSE Performance Networks Seminar

5 – 6 December 2024, Blackpool

### Facilities, Catering and Cleaning Management Seminar

Thursday 30 - Friday 31 January 2025, Leeds

### Street Cleansing Seminar,

Thursday 6 February 2025, Solihull

### "Class on Grass" - Grassland Management Webinar

Thursday 20 February 2025, Online

### Housing Online Seminar - Building homes for the future

Tuesday 25 February 2025, Online

### The BIG Energy Summit 2025

Wednesday 26 -27 February 2025, Birmingham

### Procuring third party trade food waste collections - APSE Roundtable

Thursday 6 March 2025, Online

### Building and Housing seminar

Thursday 6 and Friday 7 March 2025, Glasgow

### 'Find Your Path' - How to recruit GenZ

Tuesday 18 March 2025, Online

### Parks Seminar 2025

Thursday 13 March 2025, Manchester

### Online Housing Seminar - Bringing Britain's Social Housing Stock in the 21st Century

Thursday 20 March, Online

### Highways, Street Lighting and Winter Maintenance Seminar

Thursday 20 March 2025, Celtic Park Glasgow

### Air Quality and Climate Change Online Seminar

Thursday 27 March 2025, Online

## Regional seminars

### Central

APSE Central Region Event and AGM, Wednesday 19 June 2024

### Northern

Northern Region Meeting and AGM Wednesday 12 June 2024, Hilton York

### Northern Ireland

Enviro NI and AGM, Thursday 6 June 2024, Antrim

Data-led intelligence, Thursday 20 June 2024, Northern Ireland

### Scotland

Scotland Fleet, Waste and Grounds seminar, Tuesday 21- 24 May 2024, Aviemore

AGM, Friday 12 July 2024, Glasgow

### Southern

Equality, Diversity & Inclusion Seminar, Thursday 16 May 2024, Online

Sports and Leisure Services Seminar, Thursday 6 June 2024, Online

Future Focus Seminar, Tuesday 8 October 2024, Online

Southern Region Parks and Open Spaces Seminar, Thursday 14 November 2024, Oxford

### Wales

Affordable neighbourhoods fit for the future / AGM, Wednesday 10 July, Llandrindod Wells

# Appendix 7: Award Winners 2024-2025

## APSE Service Awards 2024

<b>Award</b>	<b>Winner</b>
Overall council of the year	<b>Antrim and Newtonabbey Borough Council</b>
Best Workforce initiative	<b>ODS (Oxford Direct Services)</b>
Best Building & Housing Initiative	<b>South and East Lincolnshire Councils Partnership</b>
Best Efficiency and Transformation initiative	<b>London Network for Pest Solutions (Newham Council)</b>
Best Health and Well-being initiative	<b>Stevenage Borough Council</b>
Best Public/Private Partnership Working initiative	<b>Westminster City Council &amp; Veolia</b>
Best Collaborative Working initiative	<b>Dundee City Council</b>
Best Commercialisation and Entrepreneurship initiative	<b>Plymouth City Council</b>
Best Community and Neighbourhood initiative	<b>Nottingham City Council</b>
Best Innovation or Demand Management initiative	<b>Wirral Council</b>
Best Climate Action and Decarbonisation Initiative	<b>South Tyneside Council</b>
Best service team: Soft Facilities Management	<b>North Yorkshire Council</b>
Best service team: Technical Services	<b>Wigan Council</b>
Best service team: Waste, Recycling and Streetscene	<b>Greater Cambridge Shared Waste Service</b>
Best service team: Parks, Grounds and Horticultural service	<b>Plymouth City Council</b>
Best service team: Cemetery and Crematorium service	<b>Antrim and Newtonabbey Borough Council</b>
Best service team: Sports, Leisure and Cultural service	<b>East Riding of Yorkshire 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 2024

<b>Service area</b>	<b>Best performer</b>	<b>Most improved performer</b>
Building cleaning	<b>East Renfrewshire Council</b>	<b>Dumfries and Galloway Council</b>
Building maintenance	<b>Wigan Metropolitan Borough Council</b>	<b>North Ayrshire Council</b>
Catering	<b>Denbighshire County Council</b>	<b>South Lanarkshire Council</b>
Cemeteries and crematoria	<b>Flintshire County Council</b>	<b>South Lanarkshire Council</b>
Environmental Health	<b>Wakefield Metropolitan District 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>South Kesteven District Council</b>
Roads, highways and winter maintenance	<b>South Ayrshire Council</b>	<b>Wigan Metropolitan Borough Council</b>
Sports and leisure facility management	<b>East Riding of Yorkshire Council</b>	<b>East Riding of Yorkshire Council</b>
Street cleansing	<b>Eastleigh Borough Council</b>	<b>Hull City Council</b>
Street lighting	<b>Wigan Metropolitan Borough Council</b>	<b>East Ayrshire Council</b>
Streetscene	<b>Eastleigh Borough Council</b>	

# Appendix 8: Briefings and Research

## 2024-2025

- 25-04** State of the Market in Parks and Greenspaces
- 25-03** Protecting local greenspace
- 25-02** Grassland management - A guide for local councils
- 24-01** Local authority general power of competence
- 24-57** APSE Environmental sustainability and carbon reduction in local authority Soft FM Survey
- 24-56** Mpox: guidance for environmental cleaning and decontamination in non-healthcare settings
- 24-55** Simpler recycling collections and tougher regulation to reform waste system - policy update
- 24-54** Autumn Budget 2024 analysis
- 24-53** Scottish Housing Regulator Annual Return on the Scottish Housing Charter consultation - APSE response
- 24-52** Consultation on the White Paper on securing a path towards Adequate Housing, including Fair Rents and Affordability
- 24-51** Annual Return on the Scottish Social Housing Charter (Scottish Housing Regulator Consultation)
- 24-50** Emissions Trading Scheme - Issues for local authorities
- 24-49** Our Plan - Doing What Matters Most
- 24-48** Implementing the Infrastructure (Wales) Act 2024
- 24-47** Charging for single-use disposable beverage cups consultation (Scottish Government)
- 24-46** Building Regulations: Determining the principles for a Scottish equivalent to the Passivhaus standard: Stage 1 consultation (Scottish Government)
- 24-45** Reforms to the National Planning Policy Framework
- 24-44** CCUS - NAO report
- 24-43** New Government - New Parks Priorities
- 24-42** State of the Market 2024 - Local authority cemeteries and crematoria
- 24-41** The effectiveness of government in tackling homelessness – A report by the National Audit Office
- 24-40** Summer Series Roundtables - Local authority leisure
- 24-39** Summer Series Roundtables - Impacts on frontline local government workforce development
- 24-38** Summer Series Roundtables - How will the new government take energy matters forward?
- 24-37** Summer Series Roundtables - Next steps for tackling the housing crisis
- 24-36** Summer Series Roundtables - Priorities for Education Catering
- 24-35** Summer Series Roundtables - Food waste
- 24-34** Summer Series Roundtables - Local Authority Highways
- 24-33** National Audit Office report - Highway Funding
- 24-32** Summer Series Roundtables - Local Authority Fleet
- 24-31** State of the Market on Allotments 2024
- 24-30** Summer Series Roundtables - Data insights
- 24-29** Scottish Road Worker Consultation (Transport Scotland)
- 24-28** Local Authority Leisure Facilities Operation 2024
- 24-27** Flood Resilience Strategy Scottish Government Consultation
- 24-26** Highways and Winter Maintenance Trend Analysis
- 24-25** Transport Trend Analysis
- 24-24** Productivity - Should it be the focus of council performance?
- 24-23** Northern Ireland Environmental Statistics Report 2024
- 24-22** APSE local authority public conveniences provision
- 24-21** National Good Food Plan: Scottish Government consultation – APSE Response
- 24-20** Draft Bioenergy Policy Statement consultation
- 24-19** State of the market 2024 - Local authority cleaning services
- 24-18** State of the market 2024 - Local authority catering services
- 24-17** Habitat Banks
- 24-16** Simpler Recycling Collections for England



# Appendix 9: 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.*



## **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.*



## **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.*



## **Fiona Sutton-Wilson**

*Fiona is the Head of APSE Training with strategic and operational responsibility for the learning, skills, and development arm of the association.*



## **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.*



## **Vickie Hacking**

*Vickie is the Principal Advisor for APSE Northern. Responsible for the facility management portfolio including cleaning and catering, housing and building services, and cemeteries and crematoria.*



## **Bonni Jee**

*Bonni is the Principal Advisor for APSE Central. He is the contact for waste and recycling, highways maintenance and transport.*



## **Matt Ellis**

*Matt is the Principal Advisor for APSE Northern Ireland and Wales, covering parks and leisure, as well as taking a strategic lead on communications*



## **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.*



## **Emma Taylor**

*Emma is an Executive Consultant with APSE Solutions.*



## **Mike Egerton**

*Mike is the Conference and Sponsorship Programme Manager.*



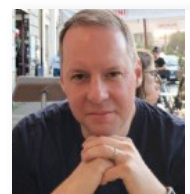
## **Amy Caldow**

*Amy is the Senior Training Officer*



## **James Jefferson**

*James is Principal Advisor for APSE Energy*



## **Matt Miller**

*Matt is a Senior Consultant with APSE Solutions*



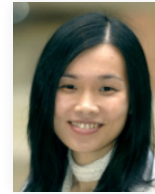
**Ryan McNally**

*Ryan is a Senior Data Analyst.*



**Andy Derbyshire**

*Andy is a Senior Data Analyst.*



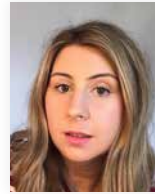
**Wai Lee**

*Wai is the Finance Manager.*



**Cheryl Walker**

*Cheryl is a Data Analyst*



**Jennifer Stanley**

*Jenny is the Performance Networks Membership Engagement & Marketing Officer.*



**Alistair Holcroft**

*Alistair is an I.T. and Database Officer*



**Shami Scholes**

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



**Julie Cook**

*Julie Cook is Data Analyst*



**Charley Burke**

*Charley is Energy and Climate Officer*



**Lucia Gervis**

*Lucia is a Client Coordination Officer*



**Olivia Giles**

*Olivia is Executive Support and Governance Officer.*



**George Barton**

*George is Communications Officer*



**Laura McNab**

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



**Sophie Boyle**

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



**Megan Butterworth**

*Megan is a Business Support Assistant.*



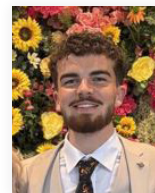
**Iqra Ali**

*Iqra is a Business Support Assistant*



**Maria Kenny**

*Maria is a Business Support Assistant.*



**Adam Evans**

*Adam is a Business Support Assistant*



**Daniel Lee**

*Daniel is a Business Support Assistant (Finance)*



**Jay Jowitt**

*Jay is a Finance Apprentice*



**Owen Baker**

*Owen is a Business Support Apprentice*





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## Association for Public Service Excellence

3rd Floor, Trafford House, Chester Road  
Manchester M32 0RS

Telephone: 0161 772 1810

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

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

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

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