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State of the Market 2022

Local authority building maintenance



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State of the Market 2022
Local authority Building Maintenance

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About APSE

The Association for Public Service Excellence (APSE) is a not-for-profit local government body working with over 300 councils throughout the UK.

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1 Building Repairs and Maintenance - State of the Market 2022

The APSE State of the Market survey is conducted online and contains a series of questions covering a range of issues of interest to those officers and councillors responsible for housing, building maintenance and repairs, capital projects, construction and related challenges for the future. There was a total of 35 responses received from housing and building maintenance providers throughout the UK. This figure was comparable with the responses received last year but lower than previous years due to time constraints on respondent operational managers however it does provide a reasonable sample, with data triangulated to other data sources, such as APSE Performance Networks. This report provides an overview of the survey and outlines the key findings.

This is the nineth time APSE has undertaken this State of the Market survey so a comparison with previous surveys is available. This comparison will be highlighted where appropriate.
The surveys are an attempt to understand perceptions of the market amongst people directly involved in delivering services.

2 Context

Housing and building maintenance continues to be a significant issue nationally. There remains a strong political focus on building more homes across the UK. The Westminster Government has announced a raft of policies to support development to build 300,000 homes a year to alleviate the crisis in the housing market, alongside efforts in the devolved administrations. In response to the political focus and the housing crisis, as well as a number of councils building directly, approximately 170 councils have established Local Authority Housing Companies or alternative models to build new properties and are now delivering new homes in their communities.

A high degree of scrutiny has been focused on the building maintenance and repairs sector following the tragic events at Grenfell Tower. As a result, local authorities across the UK have

reviewed their processes and procedures, including more authorities opting to bring the building maintenance and repairs service in-house.

In December 2018, The Building (amended) Regulations S12018/1230 came into force banning the use of combustible materials on high rise buildings over 18 metres and with the review into current building regulations ongoing, it is anticipated that there will be further changes that will have an impact on social housing providers.

The Building Safety Act received Royal Assent on 28 April 2022. The Act is designed to reform residents and homeowners' rights, powers and protections to make homes across England safer and overhaul regulations. It also provides a new compliance framework including tougher penalties and mandates developers to belong to a New Homes Ombudsman scheme.

Welfare changes are well underway with the roll-out of Universal Credit being accelerated and this continues to have an impact on the demand for affordable social housing. In addition, the Homes (Fitness for Human Habitation) Act 2018 came into force on 20 March 2019 and aims to empower tenants to hold their landlords to account and ensure they fulfil their legal obligations regarding property safety. The impact of this legislation on social housing providers, in practice, is yet to be determined.

The issue of skills remains of concern with a lack of available skills across the sector, and high employment rates, which is likely to hinder the sector's growth. Brexit has further exacerbated this shortage, particularly in London where a 30% drop in EU born workers in construction has been recorded. This has led to an increase in the cost and availability of construction materials along with an increase in wages as the demand for skilled workers rises. There is a strong likelihood of operatives moving between employers as demand increases for their skills. Most local authority internal construction and building maintenance teams report that they have an older workforce coupled with recruitment and retention issues which means that it is in the interests of all that they become more balanced in terms of age and gender; with investments made in younger workers, workforce planning, training, and support.

There are currently over 300 local authorities who have declared a climate emergency and made a commitment to reducing carbon emissions. Much of the social housing stock in the UK is ageing and poorly insulated. Therefore, to meet the commitments set out in the declarations, building maintenance and repairs services will have to adapt and play an integral role. Not only retrofitting homes including more effective windows and insulation systems but also gaining the knowledge and skills required to install and service new technologies such as solar panels and heating systems that do not rely on oil or gas. These changes in the sector will place additional pressures on the capacity of the workforce but also present opportunities for services that embrace the new ways of working, new technologies and address recruitment issues in new green skills.

The COVID-19 pandemic has impacted on the way that all local authority services were delivered and building maintenance and repairs services have been no exception. This survey has been conducted as services have been implementing their COVID-19 recovery strategies. Therefore, it provides a snapshot of the impacts that the pandemic has had on the service and the future challenges that councils need to overcome as they remobilise and ensure the service is sustainable

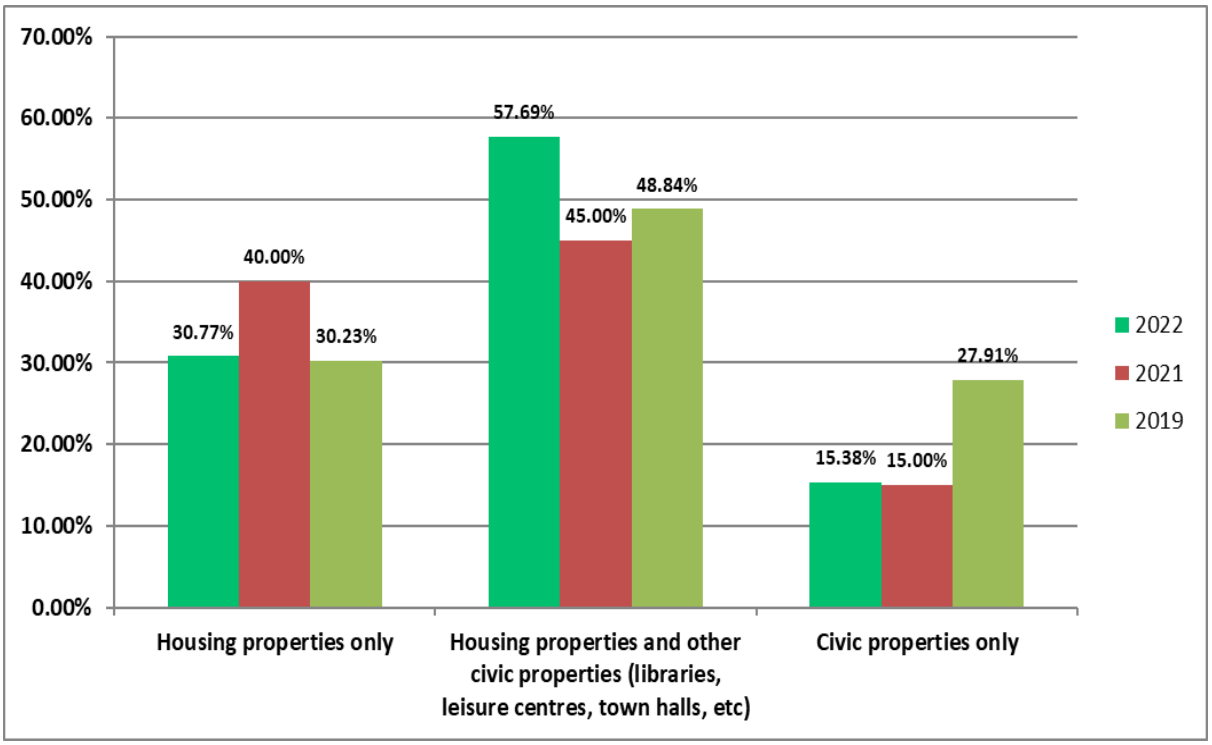
for the future.

Finally, it should be noted, that due to the pandemic a state of the market survey was not conducted in 2020. However, there is comparator information which relates to 2019 and 2021, which presents the opportunity to gain a snapshot of the emerging trends post COVID-19 and make a comparison with the responses received prior to the pandemic.

3 Scope of the service

3.1 Do you provide a service for any of the following?

The below graph provides on overview of the types of services organisations provide and details the comparison with the responses for 2019 and 2021.



There are various aspects to the local authority building maintenance and repairs service and in response to this question, 57.69% of respondents reported that they provided a service for housing properties and other civic properties which is a 10% increase from the 45% reported in 2021. A further 30.77% advised that they provided a service for housing properties only representing a decrease of 10% from 2021 but is comparable with 2019, and just over 15.00% of respondents stated that they provided a service for civic-only properties which is also comparable with the responses received in 2021.

The increase in the number of respondents reporting that they provided a service for both housing and civic properties maybe in part attributable to the rationalisation of civic buildings and the issues being experienced in staff recruitment and retention of skilled trade operatives resulting in councils bringing the two services together to best utilise resources.

4 Staff and skill set of the service.

4.1 How has the services staffing compliment changed over the past 2 years?

In a bid to understand how budget cuts and other external pressures have impacted on the staffing compliment of the service, the survey asked what changes had taken place over the last two years. The table below details the responses received and provides a comparison with the responses received in 2021 and 2019: -

Answer Options	Management/ Technical/ Admin Staff			Operational Staff			Agency Staff		
	2022	2021	2019	2022	2021	2019	2022	2021	2019
Increased significantly (over 20%)	**3.85%**	**0%**	**2.63%**	**3.85%**	**0%**	**2.70%**	**4.35%**	**0%**	**12.12%**
Increased (up to 20%)	**11.54%**	**10%**	**15.79%**	**15.38%**	**10.53%**	**18.92%**	**34.78%**	**27.78%**	**9.09%**
Stayed the same	**65.38%**	**45%**	**47.37%**	**26.92%**	**31.58%**	**32.43%**	**39.13%**	**27.78%**	**54.55%**
Decreased (up to 20%)	**7.69%**	**40%**	**18.42%**	**50.10%**	**57.89%**	**27.03%**	**4.35%**	**22.22%**	**9.09%**
Decreased significantly (over 20%)	**11.54%**	**5%**	**15.79%**	**3.85%**	**0%**	**18.92%**	**17.39%**	**22.22%**	**15.15%**

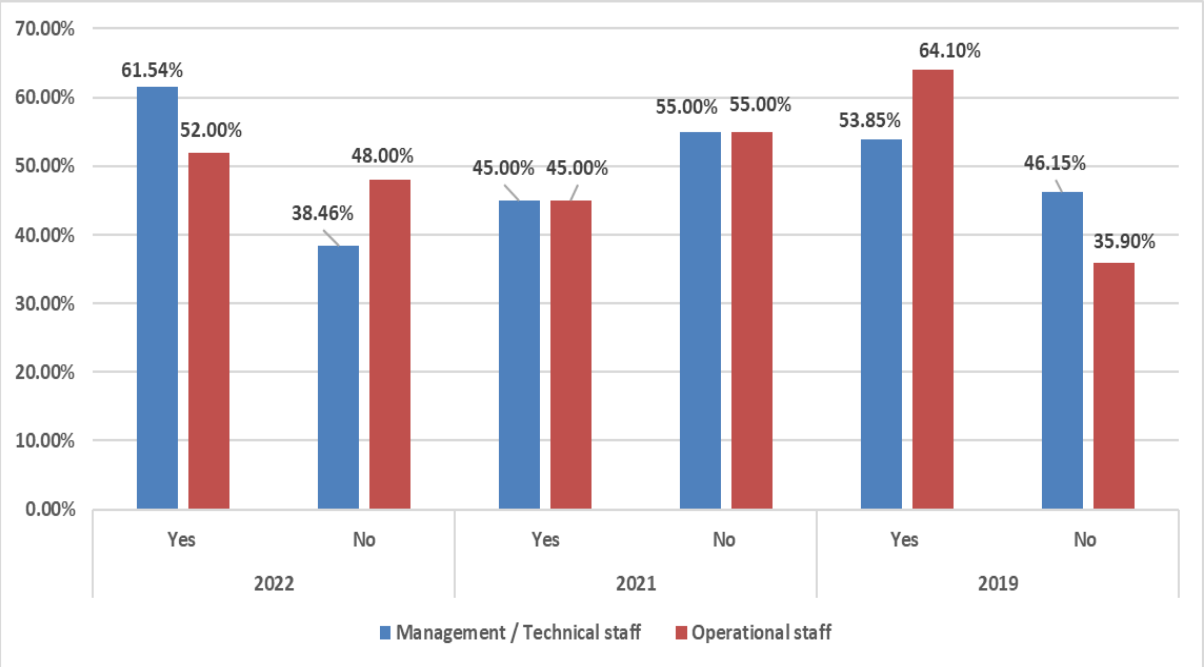
For 2022, the largest proportion of respondents are reporting that the staffing numbers have remained the same for management / technical and agency staff.
There were 19.23% of respondents reporting a decrease or significant decrease in management, technical or administrative staff which represents a decrease from 45% reported in 2021. In 2022, there has been a 3.94% decrease in respondents reporting that there was a decrease or significant decrease in operational staff when compared with 2021. 21.74% reported a decrease or significant decrease in agency staff which is significantly lower than 2021 where 44.44% of respondents reported this to be the case.

The responses to this question are incredibly varied and represent the differences in building maintenance and repairs services. For those respondents reporting a decrease or significant decrease, the survey does not capture the reasons. However, it is reasonable to speculate that the reduction in staff could be directly attributed to the current recruitment and retention issues being reported in the sector, with councils reporting that due to the age of the workforce, some operatives have opted to retire post COVID-19 and there are examples of skilled trade operatives people leaving the public sector to work in the private sector for higher salaries. It is clear from the responses with 53.95% of respondents reporting that there has been a decrease or significant

decrease in the number of operational staff and just short of 40% of respondents reporting an increase or significant increase in agency staff that local authority building maintenance services are using agency staff to bridge the gap in the workforce.

4.2 Is the skillset in your organisation adequate for your needs?

The graph below outlines respondent's perception of the adequacy of the skill sets required to meets the needs of the service.



The perception from respondents regarding the adequacy of the skill sets to meet the needs of the service highlighted that, 61.54% of respondents believed that there were adequate skills in the management / technical staff and just over half 52% believed that the skill set was adequate in the operational staff. However, just under 40% of respondents felt that the skills were not adequate in the management / technical staff and just under half of respondents felt that there was not the required skill in the operational staff.

When making a comparison with the perceptions on the skills of the workforce in 2021 and 2019 there has been a decrease in the percentage of respondents believing they did not have adequate skills in management and technical staff, with over half of respondents believing they did not have the required skills in 2021 and 2019 and this now stands at 38.46%. This could be in part due to the more complex construction and retrofitting programmes being postponed during COVID-19, therefore the need for staff in this area has decreased. As the programmes of work begin to commence again, it will be interesting to see how respondents to future surveys answer this question.

4.3 Does the service have adequate plans in place to ensure your organisation will maintain the level of skills it currently has, or increase them, if necessary, over the next 10 years?

With local authorities increasingly building housing units, and some skills lost to Brexit, the focus on net zero, an ageing workforce and recruitment and retention issues the need to create a future workforce plan is more essential than ever to ensure that the level of skills is maintained. The responses to the 2022 survey highlights that there has been a decrease of 6.15% in the number of councils that report they have a ten-year plan in place when compared with 2021, with 53.85% reporting this to be the case. Which leaves just under half of councils (46.15%) reporting in the latest survey that they do not have an adequate plan in place.

4.4 Do you have any plans to upskill your workforce to deal with issues relating to green energy?

The drive for green energy has intensified over the last few years and there is an increased focus on the need to install and maintain the associated green energy equipment. In response to this question, the vast majority of respondents, 96.15%, indicated that they had plans in place or intended to have plans in place in the future, which is an increase from 85% reported in the 2021 survey.

The responses to this question highlight that building maintenance and repairs services have a clear awareness of the need to embrace the 'green agenda' and are well on the road to implementing strategies to meet the new challenges ahead.

4.5 Do you have a bonus scheme (or similar) in place?

Over the previous surveys, the number of councils offering a bonus scheme or similar has seen a decrease. The 2022 survey results are consistent with 2021 and 2019 in highlighting that very few of the respondents operate a bonus scheme with only 11.54% advising that they still had a bonus scheme in place.

These figures reflect the fact that most have moved away from bonus schemes in favour of other approaches. This also reflects the broad implementation of job evaluation in local government and the need to continue to 'equal pay proof' pay and grading arrangements.
In the comments received in response to this question, it is reported that as a result of the issues being experienced with skills and retention, councils are currently looking at paying market enhancements to the skilled trades people.

5 Apprenticeships

In reviewing the responses to the survey where apprentices are referred to, it is clear that councils see their apprentice programmes as a way of upskilling the workforce and building capacity to enable wider strategic objectives to be met.

APSE was keen to gain an understanding of the apprentice programmes that are in place for the building maintenance and repairs service.

5.1 Do you run an apprenticeship scheme?

In 2021, 65% or respondents reported that they had a scheme in place with a further 35% stating that they were planning on establishing one in the next two or three years. The latest survey highlights that the reported apprenticeship schemes in 2021 have been established with 92.31% stating they ran an apprenticeship programme with a further 3.85% advising that they plan to establish one in the next two or three years.

5.2 How many apprentices do you have on your scheme?

The table below outlines the responses received to the question: -

Answer options	**Responses**		
	2022	**2021**	**2019**
Less than 5	15.38%	0%	8.33%
5 to 9	23.08%	10.53%	22.22%
10 to 14	11.54%	5.26%	8.33%
15 to 19	7.69%	10.53%	16.67%
20 or more	34.62%	42.11%	30.56%
Not applicable	7.69%	31.58%	16.67%

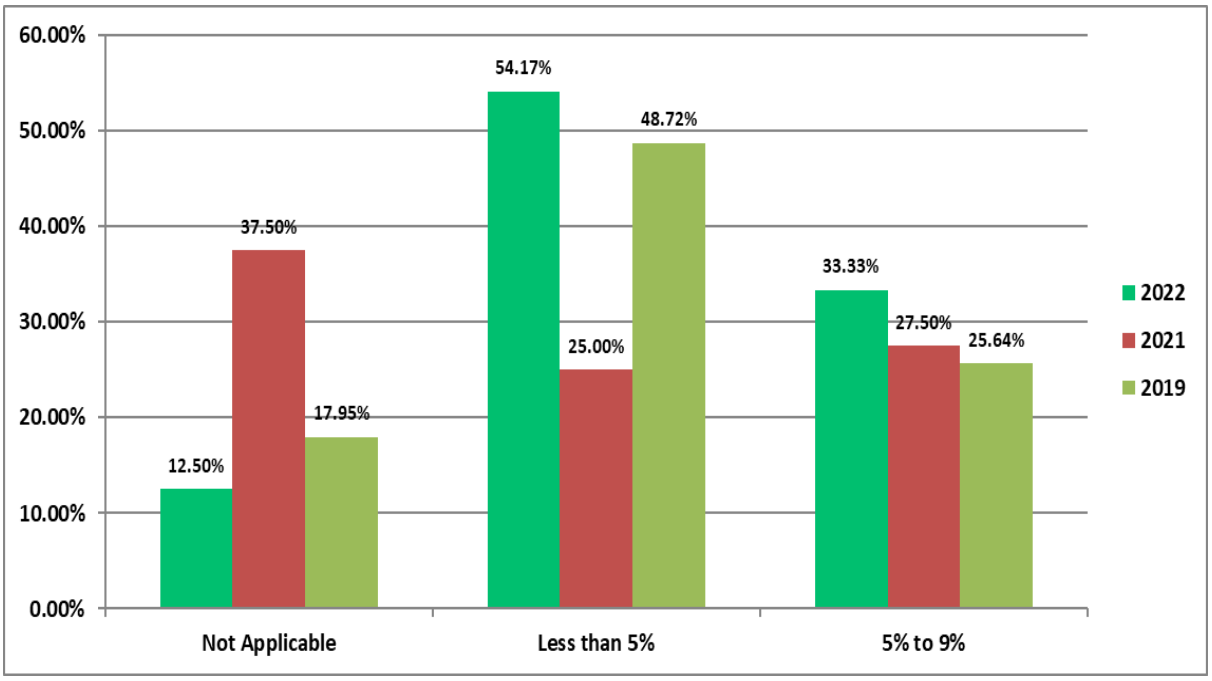
The largest percentage of respondents to the 2022 survey (34.62%) report that they have more than 20 apprentices, which is an increase from the 30.56% recorded in 2019, but a decrease of 7.49% in 2021.

Although a decrease on last year, the data shows that there is still a drive for services to recruit apprentices to increase the in-house skills and a reflection of the fact that there is additional funding available for apprenticeships following the introduction of the Apprentice Levy on the 6 April 2017. The growth in apprentices is to be welcomed and is a key factor in ensuring that councils are able to 'grow their own' in terms of future construction and building skills to help alleviate the UK wide shortages in qualified trades.

However, for an apprentice to be trained to become a competent skilled trades person, colleges need to provide training that reflects the work that will be undertaken; some councils are reporting that as green technologies are increasingly being installed in properties, the college courses are not keeping up with the pace of change. In addition, for practical on the job training an apprentice needs to work with a skilled trades person and with the recruitment and retention issues, councils are having to balance the yearly intake of apprentices with the number of available trades people.

5.3 What percentage of the workforce is made up of apprentices?

The number of employees in the workforce can vary substantially from one organisation to another. Therefore, in asking for the percentage of the workforce made up of apprentices there is the opportunity to map the trend over future years and the graph below provides a comparison of the last three years that the survey has been conducted.



6 New Build

In the current economic situation, there is a greater need for good quality affordable housing and local authorities are seeking to continue with building programmes to meet the need of their communities. Therefore, APSE wanted to gain an insight into the authorities that had plans in place to build new properties and this section of the survey seeks to gain this information.

6.1 Is your authority intending to build new properties in the next 12 months, if yes, please specify the proposed number of units?

The majority of respondents to this latest survey 41.66% respectively report that their authority is either planning to build less than 50 properties or between 50 and 100 properties in the next 12 months with just over a third advising that there are plans in place to build 100-150 houses in the next 12 months.

6.2 Do you feel your organisation has the capacity and skills to build new properties?

a comparison with the survey undertaken in 2021 there has been an increase from 20.00% to 46.15% of the respondents that thought their authority had the required skills to construct the planned units. The increase in this perception could be attributed to the fact that councils have been building new units for a few years now and using their in-house teams alongside contractors to develop the required skills for new build, which over time has led to skills being developed.

7 Workload

The perception of workload - both in the service and personally - is a good barometer of the amount of work the service is undertaking or how reductions in staff numbers due to budget cuts and efficiencies are impacting the workforce. This section of the survey has a range of questions that explore the perceptions of the workforce regarding workload.

7.1 How do you expect your personal workload to change over the next 2 or 3 years?

The responses for 2022 show that the vast majority of respondents (92%) believe their personal workload would increase significantly or increase, with 8% reporting that they felt it would stay the same and none of the respondents forecasted that the personal workload would decrease or decrease significant. The impact of recruitment and retention issues and the pressure on budgets is evident in the comments made regarding this question with the view being expressed that the workload had not diminished. However, the number of staff has reduced resulting in staff in the service being required to take on a greater workload and more responsibility to meet the demand.

7.2 How do you expect the level of the workload of the building repair and maintenance service to change over the next 2 or 3 years?

The tables below provide an outline of how respondents expected workload for the building maintenance and repairs service to change for housing and non-housing over the next 2-3 years and it also details the responses received since 2019.

Housing

Answer Options	2022 Housing %	2021 Housing %	2019 Housing %
Increase significantly	37.50%	23.53%	22.22%
Increase	50.00%	58.82%	38.89%
Stay the same	4.17%	17.65%	30.56%

Decrease	8.33%	0.00%	8.33%
Decrease Significantly	0.00%	0.00%	0.00%

Non-housing

Answer Options	**2022 Non-housing%**	**2021 Non-housing %**	**2019 Non-housing %**
Increase significantly	17.39%	30.77%	26.09%
Increase	52.17%	38.46%	39.13%
Stay the same	17.39%	15.38%	21.74%
Decrease	13.04%	15.38%	13.04%
Decrease Significantly	0.00%	0%	0%

The greatest number of respondents felt that the workload would increase or significantly increase for both housing and non-housing work which is a trend that has continued across the last four years of the survey.

There has been a 5.15% increase from 2021 in the number of respondents stating they expected the workload in housing to increase or increase significantly in the service. The reasons outlined for this expectation in the comments included: -

- new build work
- capital programme of works
- significant refurbishment and retrofitting of stock
- councils opting to insource the building maintenance and repairs service
- commercial work for the private sector

The level of expectation for the workload in non-housing to increase or significantly increase has remained consistent at around 69.00% of respondents reporting this which could be in part due to investment by local authorities in civic properties to meet net zero targets.

7.3 Does your service provide work for other organisations?

With the reduction in funding from the Government, local authorities are seeking opportunities to increase income and selling services to external organisations is one of the approaches being

taken. Therefore, this question seeks to establish which organisations councils are providing building and maintenance services for. The vast majority of respondents, 92.86% report that they provide work for maintained schools. Half of respondents advise that they provide work for care homes and 21.43% state that they provide work to academy schools.

The respondents also commented that they provided services for the following: -

- Social housing providers
- Leisure Trusts
- Other types of civic buildings
- Other council departments
- Community groups
- Heritage work for various bodies

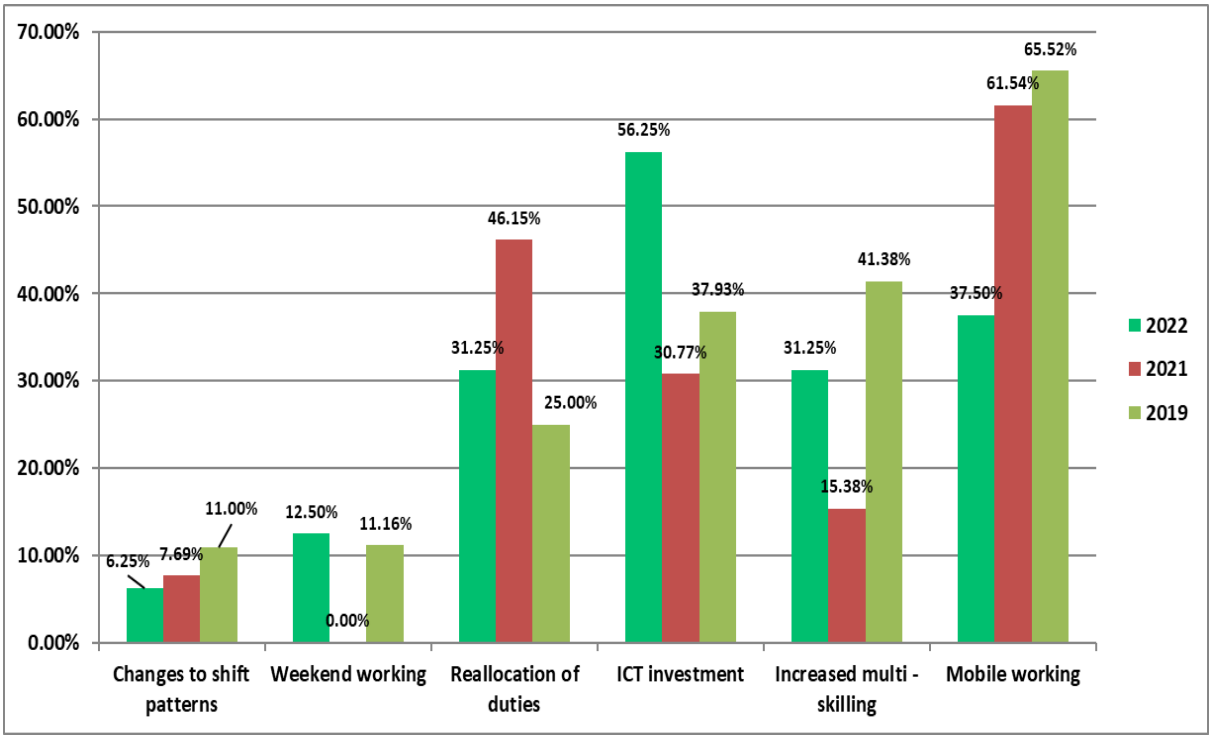
7.4 How do you envisage the amount of work your organisation does for external organisations changing over the next 2 to 3 years?

There were 52.38% of respondents reporting that they expected external work to expand which has doubled since 2021, 33.33% reported that they expected that it would stay the same, a decrease of over 30% from 2021 and 14.29% predicted that the work would decrease, a marginally increase from the 11.76% reported last year. These figures come as no surprise with the need for councils to seek opportunities to generate income. There is also an expectation that as authorities actively tender and market their services, external work will become an increasing part of the building repairs and maintenance service. However, not all authorities have developed a commercialisation strategy for the service with some lacking the capacity to take on additional work outside of their core business. With the reported skills shortages local authorities need to balance the commercial considerations with meeting tenants' requirements and wider council objectives.

8 Efficiencies

8.1 Has the service implemented any changes in the last 12 month which have resulted in efficiencies?

The reduction in budgets, staff shortages and the impacts of COVID-19 have required services to innovate and seek more efficient ways of working. The graph below provides an outline of efficiencies that services have implemented during the last 12 months and makes a comparison with 2021 and 2019.



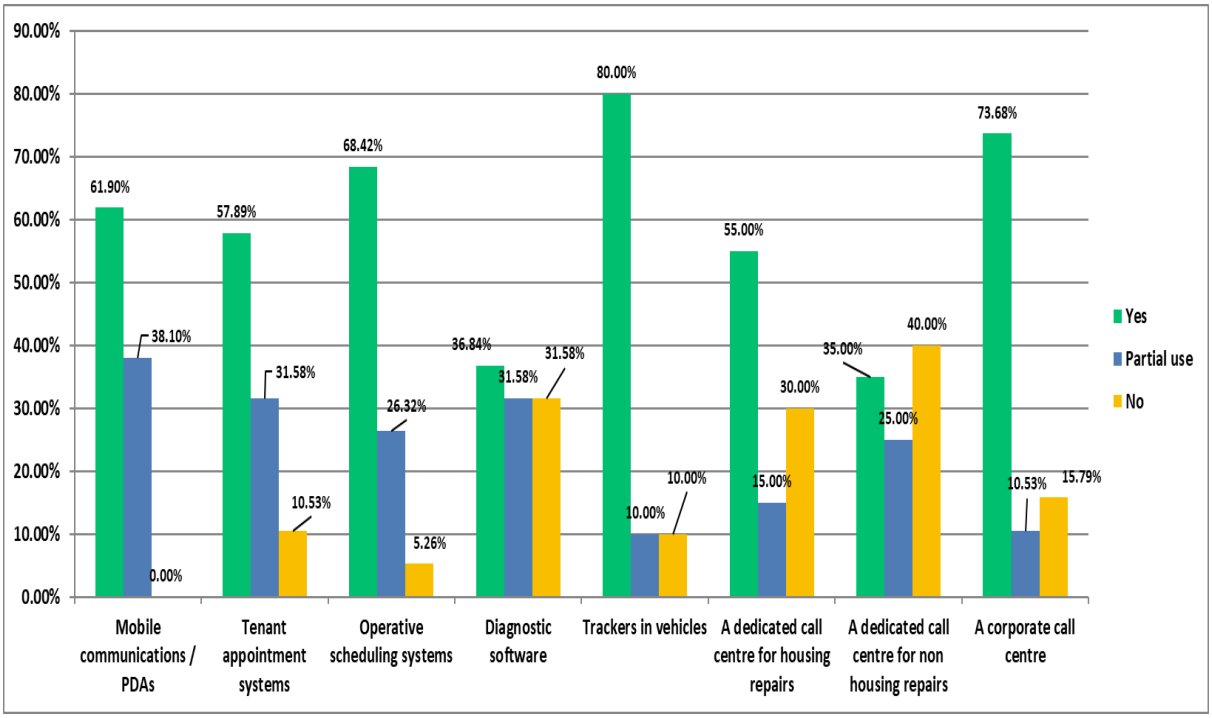
The survey results for 2022 highlight that the greatest number of respondents (56.25%) report that they had invested in ICT, 37.50% state that mobile working had been implemented and 31.25% of respondents advised that they had increased multi-skilling or reallocated duties. The decrease in mobile working may be due to the fact that many authorities implemented this way of working in 2019 and 2021 and now this is embedded in the services, councils are investing in ICT to support this model of working.

In 2021, none of the respondents stated that they had implemented weekend working. However, the data from the latest survey shows that that 12.50% report that this way of working had been implemented. This could be in responses to the shortage of operatives in the workforce or in response to tenants' requirements with more people going back to the workplace.

8.2 Does your service use the following?

Many councils have invested in software and support services to meet the demands of the service. APSE was keen to understand what packages and support authorities were using in the building maintenance and repairs service.

The graph below outlines the responses received.



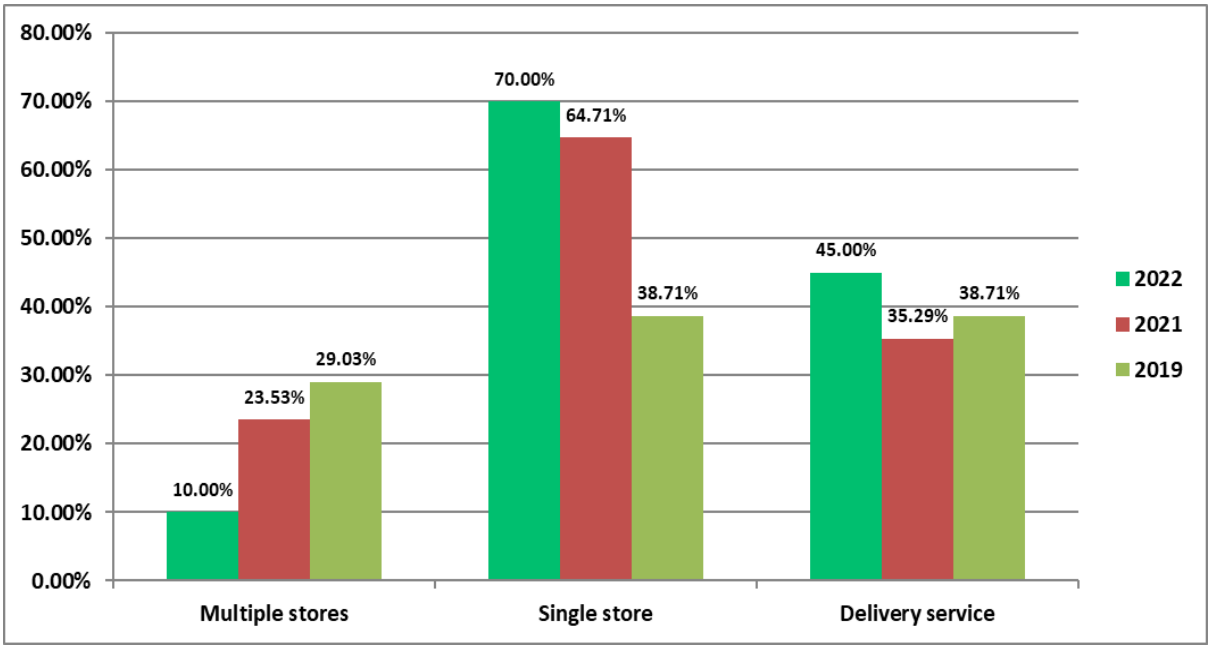
It is clear that the systems taken up by some organisations are not used universally. There has been substantial investment in systems such as mobile communications, appointment systems or vehicle trackers.

Using the systems outlined have undoubtedly proved invaluable in continuing effective service delivery over the last 18 months.

The introduction of the kind of systems noted in the graph has undoubtedly led to more efficient working arrangements, financial savings, and increased tenant satisfaction. The appetite across the sector for further innovation does not appear to be reducing. Moreover with the cost of providing services increases in areas such as fuel, material supplies and labour costs the drive for great efficiencies is bound to be a focus of future service planning.

8.3 What kind of stores arrangement does the service have?

The greatest number of respondents 70.00% have reported that they have a single stores arrangement, 45.00% have a delivery service model in place. A further 10% reported having a multiple stores arrangement.



The differences in organisation - such as the geographical nature - will influence the type of arrangements that a service has in place for its stores. However, it is evident from the comments received that councils are working with external suppliers to meet their requirements and provide a flexible means of accessing the required materials.

The impact of material shortages and issues being experienced with the just in time delivery model may influence the stores arrangements that local authority building services have in place going forward, and this will become clear in future surveys. APSE performance networks data supports this view with a clear increase in the volume of lines held in stores; this could reflect an increasing nervousness about the viability of 'just in time' stock deliveries given material supply issues including shortages of construction materials and driver shortages for deliveries.

8.4 Where do you see growth areas for the service over the next 2 or 3 years?

Responses to this question highlighted several areas for future growth in the building maintenance and repairs service. 75% of respondents predicted that the growth would be to repairs on new housing units through a Local Authority Housing Company, 33.33% thought that there would be growth in work from the insourced housing stock, 8.33% saw growth in new contracts with housing providers and 25% expected that there would be growth in work undertaken for the private rented sector.

In addition, respondents commented that they expected there to be growth in the following areas: -

- Ad hoc tenders
- Retrofitting
- Maintenance of renewable technology
- More work being undertaken internally rather than by a contractor.

8.5 Where do you see areas where work may decrease over the next 2 or 3 years?

A significant percentage of respondents, 72.22% expected that work would decrease as a result of reducing budgets, and 38.89% expected there would be a reduction in civic assets. This is as a result of the need for councils to find efficiencies, as well as rationalisation of the local authority estate in many areas as hybrid working, post the pandemic has led to reductions in many areas of office accommodation. It was the perception of 5.56% of respondents that tenant behaviour change would reduce the amount of work undertaken.
About a third of respondents, 16.67% forecasted that the reduction in stock would lead to a decrease in work over the next 2 to 3 years.

There is some uncertainty expressed by authorities as to other areas for reductions in work and this is supported by the comments received to this question. This reflects the picture in the sector as a whole and could be due to the uncertainty around Brexit, outcomes of the Grenfell Inquiries and the concerns already expressed regarding future skills and capacity shortages.

9 Compliance

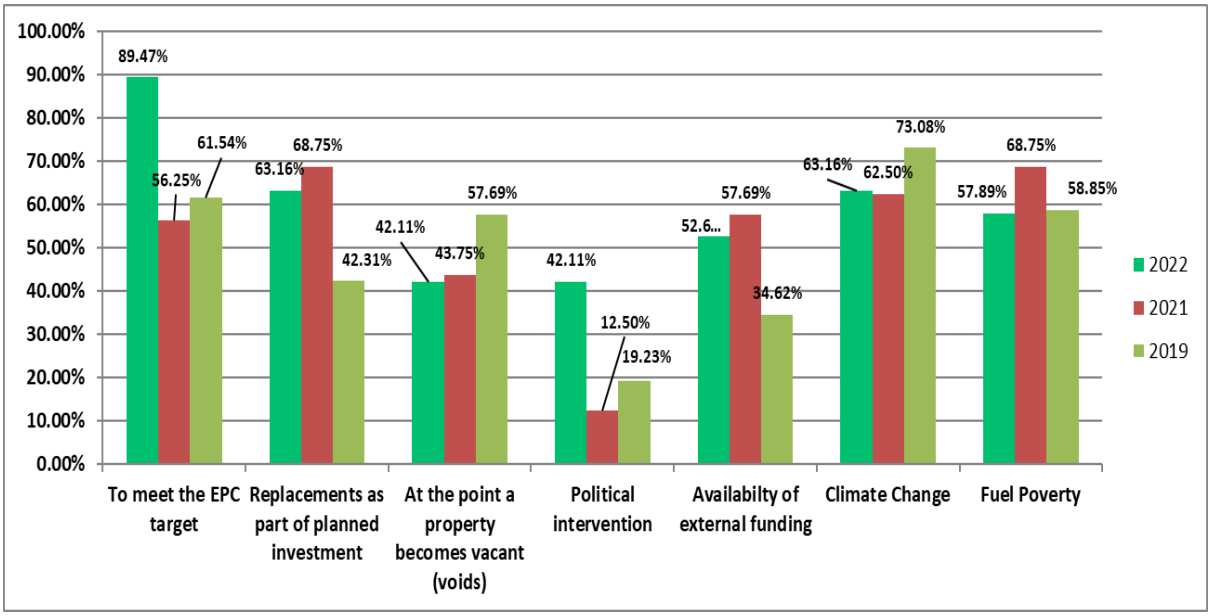
Local Authorities have a range of statutory requirements that have to be met in housing and many councils have in place corporate strategies, that directly impact on the building maintenance and repairs service, including reducing fuel poverty and climate emergency declarations. This section of the survey seeks to understand the work that is being undertaken to retrofit housing stock and the drivers for the work.

9.1 Are you retrofitting properties?

The vast majority of respondents, 95.23% answered yes or that they had future plans in place to retrofit and only 4.76% of respondents reporting that they were not refitting properties.

9.2 What is the driver for retrofitting works?

This was a new question in the State of the Market survey for 2019 and has been asked to gain an understanding of what the drivers are for undertaking a programme of retrofitting. The graph below outlines the range of responses.



Since the survey was undertaken in 2019, it is clear that there has been a change in the main driver for retrofitting, with the largest percentage, 89.47% of respondents reporting that meeting EPC targets was the main driver, with 63.16% stating that replacements as part of a planned investment and climate change were the main driver. This is logical with many councils declaring a climate emergency; political focus and the government funding being made available in initiatives such as the Social Housing Decarbonisation Fund. It will be interesting to see if meeting EPC targets remains the key driver, or if as in previous years, fuel poverty once again becomes a key driver given the energy prices issues facing the UK and much of Europe.

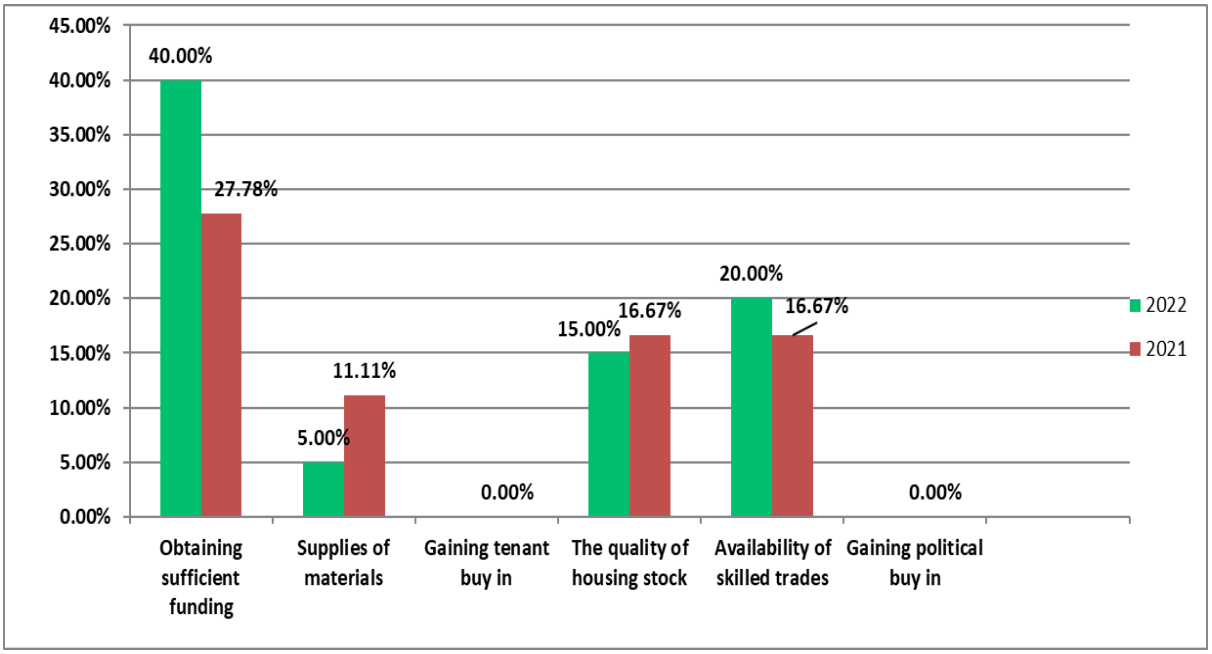
9.3 What aspects of retrofitting are being undertaken?

To complement the question regarding the drivers for retrofitting, APSE was also keen to establish what types of retrofitting were being undertaken.

80.95% reported that heating systems were being replaced, 71.43% advised that window and doors were being replaced and kitchen and bathrooms were being upgraded. Roofing upgrades were reported by 76.19% of respondents and it was also commented that stock was being re-wired and external wall insulation was being installed. Respondents also reported that fire alarms and fire doors were being installed which could be in direct response to the tragic events of Grenfell. In addition, it was also reported that smart technologies were also been installed.

9.4 What barriers are you encountering with retrofit programmes?

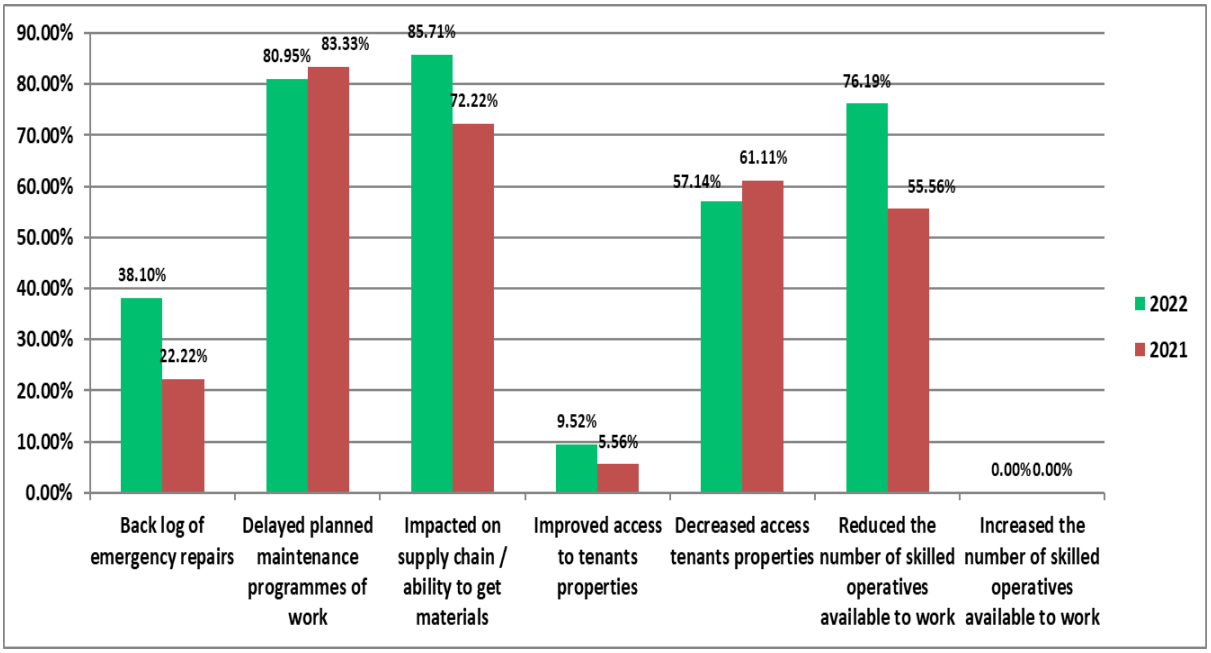
APSE was keen to gain an understanding of what barriers local authorities were facing in retrofitting their housing stock. Therefore, an additional question was included into the 2022 survey to explore this and the graph below provides and overview of the responses received.



Sufficient funding continues to be citied as the greatest barrier with 40.00% of respondents stating this to be the case, followed by the availability of skilled trades with 20% of respondents advising that these this a barrier. It is clear from the comments received to this question that a combination of the listed factors is presenting a barrier to rolling out retrofitting in housing stock. However, it was also commented that strategies were being put in place to overcome these barriers.

10 What impact has COVID-19 had on the repairs and maintenance service?

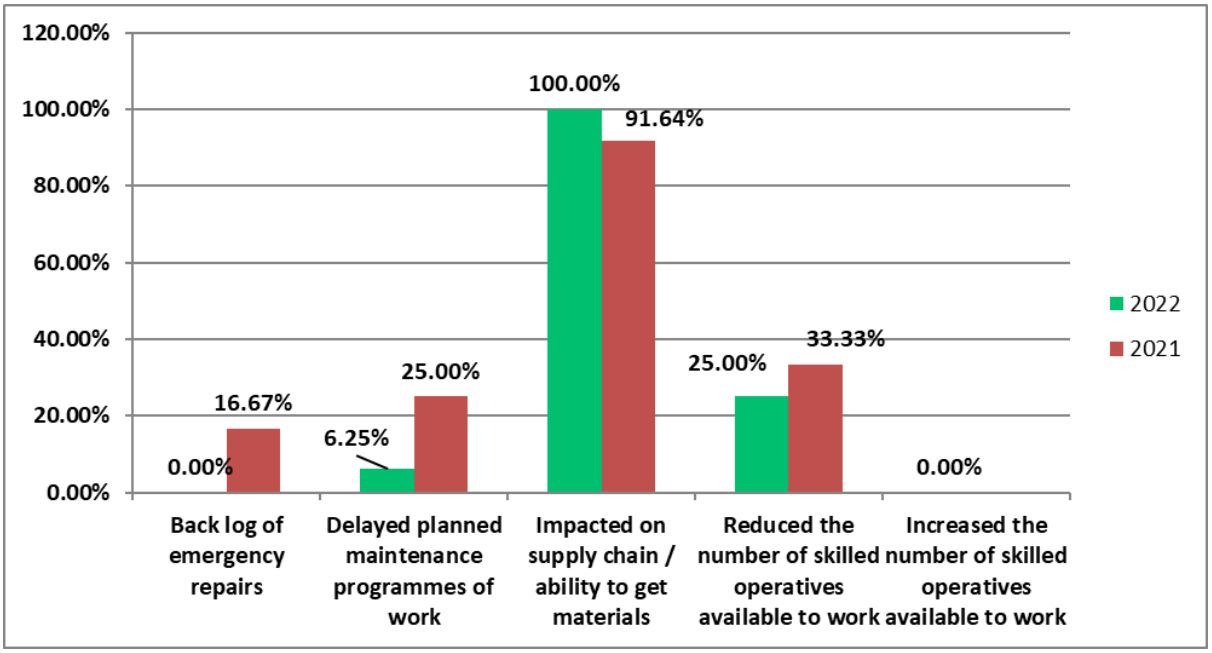
The COVID-19 pandemic has impacted on every aspect of local authority service delivery and to gain an insight to how COVID-19 has specially impacted the repairs and maintenance service, the survey asked respondents how their service had been impacted. The graph below highlights the responses received.



The responses from the 2021 survey are consist with this year's data. The vast majority of respondents 80.95% state that the pandemic has delayed planned maintenance programmes of work and 85.71% of respondents had experienced an impact on the supply chain and the ability to get materials.

11 What impact has Brexit had on the repairs and maintenance service

The lead up to the UK's exit from the European Union generated uncertainty in the construction sector as a whole. With the exit now in the main complete, the impact on local authority building maintenance and repairs services now has more clarity. The chart below provided an overview of the impacts that have emerged.



It is clear the supply chain and ability to get materials has been the main impact for the past two years with the vast majority of respondents reporting this to be the case. The responses to this question are consistent with media reports from the sector, and discussions that have taken place at the APSE Housing, construction and building maintenance advisory groups.

12 APSE comment

APSE member authorities have access to a range of membership resources to assist in delivering council services. This includes our regular advisory groups, specially designed to bring together elected members, directors, managers, and heads of service, together with trade union representatives to discuss service specific issues, innovation and new ways of delivering continuous improvement. The advisory groups are an excellent forum for sharing ideas and discussing topical service issues with colleagues from other councils throughout the UK.

Advisory groups are a free service included as part of your authorities APSE membership and further details including future dates, and past presentations can be viewed on the APSE website via the following link: -

APSE Housing, construction and building maintenance advisory group

If you require further information regarding the State of the Market briefing, advisory groups or the building and repairs seminar, please contact Vickie Hacking at vhacking@apse.org.uk

Vickie Hacking
APSE Principal Advisor
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Advisory groups are a free service included as part of your authority's membership of APSE and all end with an informal lunch to facilitate networking with peers in other councils. If you do not currently receive details about APSE advisory group meetings and would like to be added to our list of contacts for your service area please email enquiries@apse.org.uk.

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