

**Local government in Spain**

Professor Carlos Alba  
PAGE 4-5

**Stockton's green energy vision**

David Rose  
PAGE 6

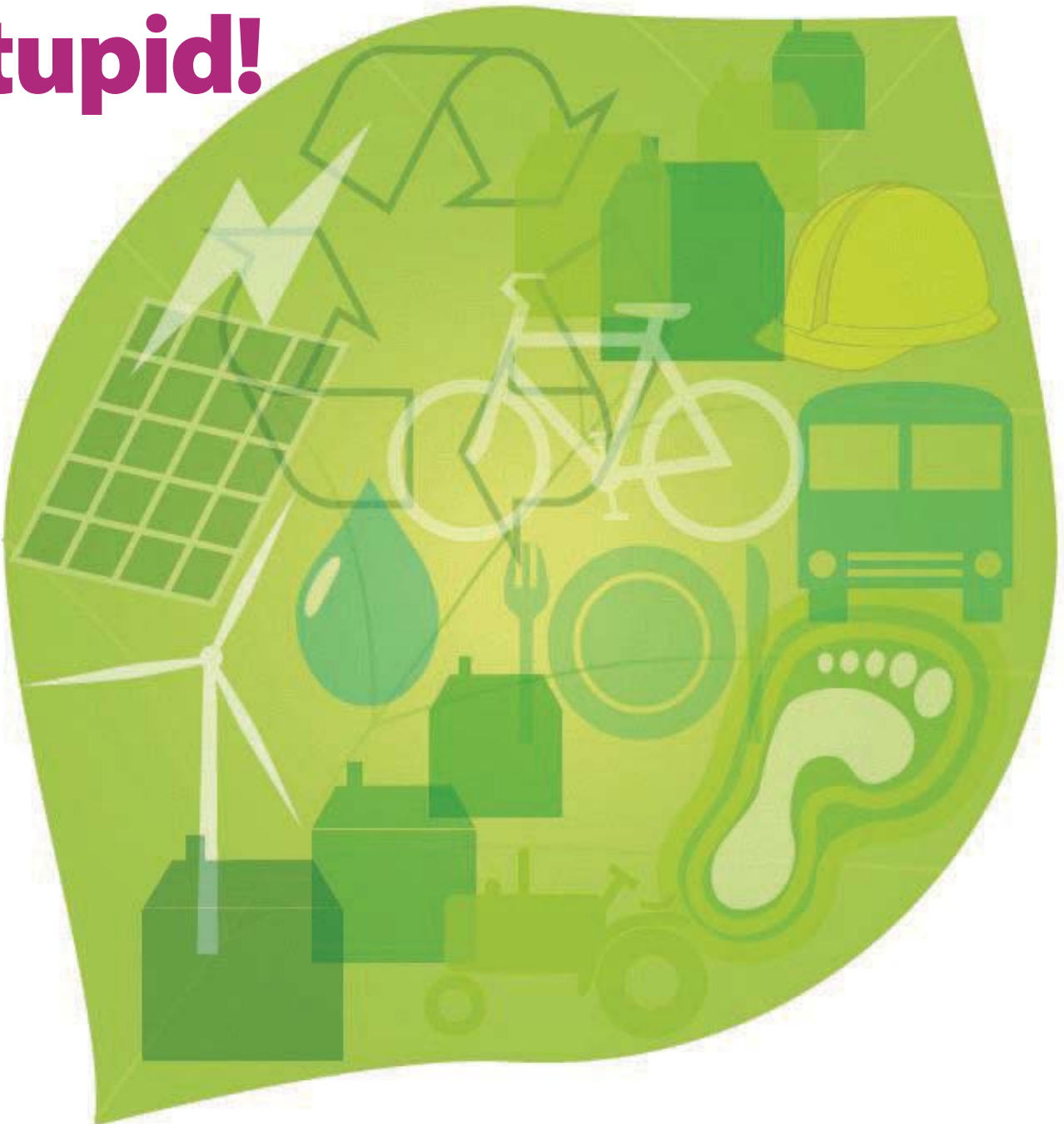
**The Community Right to Challenge**

Special feature  
PAGE 10-11

**The Transition to a Green Economy**

Philip Monaghan  
PAGE 18-19

# It's the green economy stupid!





# annual seminar 2012

This year's APSE annual seminar 2012 will be held at the prestigious Glasgow Royal Concert Hall. Exploring the issues that matter to frontline services this seminar will include:-

- An international perspective on local government with speakers from Spain, The Netherlands and the USA
- Service delivery models in frontline services
- Shaping public policy for the frontline
- Delivering on the big neighbourhood issues
- Performance benchmarking and service improvement
- The transition to the green economy

**Symposium sessions** will allow for interactive discussion with delegates to question expert speakers:

The **'Transition to a Green Economy Symposium'** will look at waste to energy schemes, solar PV, wind and other renewable energies and how councils can exploit the opportunities to maximise local economic benefits.

The **'Service Delivery Symposium'** will explore models including shared services, commercial models, such as charging and trading, in-house service improvement strategies and the developing 'APSE Ensuring Council' model.

## Innovation Zones for frontline services

**Local environment** including waste, refuse and recycling, street cleansing, parks and public realm

**Highways and street lighting** including maintenance issues and street lighting renewal and energy costs

**Soft facilities management services** including school meals provision, building cleaning and caretaking services

**Sports, Leisure and public health** including sports and leisure marketing, cost efficiencies and the impact on obesity of local sports and leisure provision

**Housing and building maintenance** will look at the development of social housing programmes, new build council homes and ensuring effective building maintenance services meet the needs of local residents

To view the full programme go to [www.apse.org.uk](http://www.apse.org.uk) where you can also book on line or email [Kswaby@apse.org.uk](mailto:Kswaby@apse.org.uk) for a programme to be emailed directly to you.



# Contents

APSE Direct News

May / June 2012

<b>APSE annual seminar information</b>	2
<b>Contents and editorial</b>	3
<b>Local Government in Spain</b>	
Prof Carlos Alba, Universidad Autonoma de Madrid	4
<b>Stockton green energy vision</b>	
Cllr David Rose, Stockton on Tees Council	6
<b>You are never too old to learn in Kirklees</b>	
Cllr David Sheard, Kirklees Council	7
<b>Putting social value into public services</b>	
Julie Muscroft, Walker Morris Solicitors	8
<b>The community right to challenge</b>	
Mo Baines, APSE	10
<b>Getting public services down to a tee</b>	
Roger Wilson, Coleraine Borough Council	12
<b>Funding the future for social care</b>	
Heather Wheeler MP	14
<b>The reign of the Titan begins</b>	
CP Davidson	16
<b>Winning the green economy race</b>	
Phillip Monaghan	18
<b>Transatlantic lessons in school food</b>	
Andrew Spowart, APSE	20
<b>Historic Tameside park goes truly green</b>	
Tameside Council	22
<b>Report</b>	
A round up of APSE events in May and June	24
<b>APSE People pages and briefing notes</b>	26
<b>Events diary</b>	27



## Editorial

### It's the Green economy stupid!

As we all struggle with the impact of a global milieu, which has stymied economic growth, it is surely time for some good news on the economy.

APSE's latest research 'The Transition to the green economy: The vital role of the ensuring council' we hope provides that good news. The report, put together by Philip Monaghan a leading green researcher and author, and using APSE member authority case study examples, provides a compelling insight into the power of local authorities, when it comes to the green economy.

As a sector the green economy is worth a staggering £4trillion globally. What that equates to in local economic terms is employment and skills opportunities, green manufacturing, green energy, green transport, green infrastructure, greener neighbourhoods and, most importantly, a green boost to sluggish local economies.

APSE is very disappointed by the Government's omission on the role of local councils in its document 'Enabling the Transition to a Green Economy: Government and Business Working Together'. Councils are vital to the development of a green economy whether through planning and regeneration, transport and logistics or through showing strong local leadership. To ignore the role of councils is a mistake but one which could easily be rectified by future government policy acknowledging and supporting the vital role of local councils.

You can read further details about the new research on page 18 of this edition of direct news and I would also like to thank those local council officers and elected members who provided their time so generously to help in this important research study.

Best wishes

*Paul O'Brien, APSE Chief Executive*

APSE Direct News is published by the Association for Public Service Excellence  
2nd floor Washbrook House • Lancastrian Office Centre • Talbot Road  
Old Trafford • Manchester M32 0FP

telephone: 0161 772 1810  
email: enquiries@apse.org.uk

fax: 0161 772 1811  
web: www.apse.org.uk



# Local Government in Spain: The rules of the game

*Professor Carlos Alba, Professor of Political Science, Department of Political and Administrative Sciences, Universidad Autónoma de Madrid, continues APSE's international series on local government across the globe with a perspective on local government within Spain.*

Over the last quarter of a century Spain has experienced profound changes not only in what is referred to as democratic transition and consolidation but also changes which involve a process of territorial devolution, the building of a welfare state (probably now moving toward some kind of backlash), the modernization of its public administration and its integration in the European Union.

The well-known democratic transition fully changes the political system. A constitution had been drafted. Consensual politics open the window to a new political arena vs. the traditional domination and intolerance and political conflict. The highly authoritarian centralized political system of Franco was substituted by a parliamentary democracy and a new deep political devolution with 17 autonomous regional governments, 50 provinces and more than 8,200 municipalities. Local authorities not being the main actors of those changes were obviously affected by all the processes of bargaining and political engineering developed during those years.

## **The political and constitutional position of Spanish local government**

The Spanish local authorities enjoy local autonomy and financial sufficiency, they have general power to deliver any service coming from their own local interest and this

constitutional status works as a clear barrier to interference coming from the above level of governments (regional or central). The Spanish Constitution (1978), the Basic Law of Local Government (1985), the General Electoral Law (1988), the Law on Local Finances (1988) are the main legal foundations for local government. Financially the Spanish local authorities are dependent mainly on resources coming from above level of government. The new regional authorities (Comunidades Autónomas) have become the new central powers and also they have the legal competences to change the tasks with respect to the local government structure. The legal and political inertia explain why many professionals see local municipalities as the "local administration" and not as "local government". As the decentralized power of national or regional ones at the local territory and not as a discretionary power with proper tasks. The territorial distribution of power is not peacefully settled in the country. In our days the local policies focus on developing a second wave of decentralization from regions to local.

The structure of local government is made of 8,200 municipalities; the legal and geographical origin goes back to middle ages. In many parts of the nation territorial local authorities have an intermediary level of government –between local and regional– known as "diputaciones provinciales" (county councils), in the islands

(Balearics and Canary) we have “islands councils” and in the Basque Country we have “diputaciones forales” (with very strong tasks structures including tax and financial powers as independent from national ones).

One of the singularities of the Spanish system is the enormous variation of the size of the municipalities. More than 85% have fewer than 5,000 inhabitants and in the other end of the scale only 56 municipalities have more than 100,000 inhabitants. Then historical processes of urbanization produced a clear urban population, more than half of the Spanish population lives in urban settings. Living in this kind of political tensions - too big or too small- there is not any kind of proposal favouring amalgamation. To sort out the size limits and the externalities we have developed practical juridical or economical solutions (consortia or “mancomunidades”) for developing joint policies or to implement new tasks. More than one thousand inter-municipal partenariats have developed incorporating over 75% of all municipalities.

Spanish municipalities have a legally regulated tasks system according with population. Therefore the Basic Law of 1985 developed in details the tasks and competences belonging to local governments. Therefore all municipalities (irrespective of the size) should deliver compulsory the following tasks: drainage, food regulation, pavements, Street lighting, cemeteries, street cleaning, and water supply and waste collection. Those municipalities between 5,000 and 20,000 should add the above list the tasks of parks, markets, libraries and waste disposal. If they are in the population range of 20,000 to 50,000 should also add to the previous ones civil protection, abattoirs, sport facilities, and fire service, social services. Finally, if we are talking about municipalities above 50,000 they should deliver all of the previous ones plus public transport and environmental protection. The big discussion today is that many municipalities are implementing what they call “improper tasks”, those that are not the ones legally established but that the circumstances (demands of the citizens or lack of attention from above powers) oblige them to do it) and they will receive extra-budget to pay for it.

In theoretical terms, to talk about local autonomy implies the establishment of the conditions required to support such autonomy. In principle the following elements should be fulfilled: a set of competences, a discretionary power to exercise those competences, the economic and non-economic resources to develop the competences properly and a non-hierarchical relationship with respect to the other tiers of government. In real terms, without taking into account legal provisions, the lack of sufficient economic resources and a clear distribution of tasks have not allowed the proper conditions for real autonomy in the Spanish case. The paradox of local government systems is related with the situation in which those systems base don the ultra vires model are considered to be less autonomous than those (like the Spanish case) base on the doctrine of the general competences. But if local government does not have adequate economic resources or a clear jurisdiction, a real autonomy will be improbable irrespective of the model (ultra vires or general competences) the system is based upon.

### **Financing Local Government in Spain**

Juridically the idea developed is the principle of financial sufficiency based on the idea that the distribution of tasks must be matched with proper economic resources. Local government is financed through several sources; a) participation on central and regional budgets; b) own resources coming from direct taxation (land property, housing, economic activities, automobiles and the plus-value tax), incomes from selling or renting property, or capital interest, fees paid for public services, administrative activities, voluntary services and fines.

Increasingly important is the use of public debt as a tool for balancing the Budget deficit.

Local government represents approx. 20% of total public employment (being 30% working at central level and almost 50% at regional level an expression of the political devolution undertaken). In terms of % of Total Public Expending the local level of government accounts for 15% (50% at the centre and 30% at the regional level). The participation of the municipalities on the expense cake has remained relatively constant although in total terms the cake is bigger. The municipalities depends on above level of governments for almost 45% of their budgets, another 45% came from their own resources and the rest could be derived from grants from the European Union or from other financial activities.

### **Democratic Practices**

The electoral rules establishes a proportional representation system using the “De Hondt” formula to allocate seats, threshold of 5% in order to gain representation (the municipalities below 100 inhabitants have a direct democracy rules). Two major parties dominates the game (the social-democratic Partido Socialista Obrero Español (PSOE) and the right wing Partido Popular (now in government), local politics is heavily influenced by national issues and national parties and very frequently local policies are absent from the electoral competition.

Mayors are the key figure of the local political kingdom, with four year mandates, and political and administrative bosses. The electoral outcomes very often show a landscape of local coalition governments. The number of councillors follows the population size. Election takes place every four years simultaneously in the whole country. Electoral turnout figures are below the national electoral contest in between 60% and 70%.

In recent years there have been an important development favouring participatory democratic arrangements, formal regulation of citizens participation channels (Reglamentos de Participacion Ciudadana), new institutional arrangements (especial portfolios in municipal government, new territorial councils, favouring local citizens associations, decision-making mixed systems with city council party majority plus citizens participation.

And so to conclude....

It is very difficult to present the complexity of the Spanish local system of government in such a short text. Some authors talk about “the local galaxy” to suggest that the local government in Spain is a very complex reality that can only be understood taking into account its condition of fragmentation and heterogeneity. Therefore, it would be highly ideological to try to understand the “local world” through a homogenous model or to pretend to apply a single model. In today terms and according with the financial crisis and the way the government is defining it, probably many of the necessary reforms and updates are going to be postponed for some time, the new managerial tools introduced in the past years are going to be cancelled and the demands for wider decentralization is going to be backward oriented to a kind of “new centralism”.

Contact: [calbatercedor@gmail.com](mailto:calbatercedor@gmail.com)

Professor Carlos Alba will be addressing the APSE annual seminar 2012. See the APSE website for details

# Stockton's green energy vision

***Cllr David Rose, Cabinet Member for Environment at Stockton-on-Tees, was a keynote speaker at APSE's 'renewables versus energy efficiency' seminar on 26th April. Here, he discusses his authority's green energy vision, which combines energy efficiency with renewables***



**M**y initial response to the question of energy efficiencies versus renewables would be, in the words of Freddie Mercury: 'I want it all, and I want it now'.

I believe we need both as a matter of urgency. We must continue to strive for energy efficiency in our operations as local authorities. We must do all we can to influence and directly impact on carbon reduction in the communities we serve. But time is running out. The International Energy Agency recently estimated that existing global infrastructure is already producing 80% of the total amount of carbon emissions that would lead to serious warming. It is therefore vital that we also proactively increase our use of renewable energy.

Local government political leadership is essential in championing a green energy vision. We have made this a political priority here in Stockton-on-Tees. And the theme which must underpin any political vision is that we cannot develop policy in isolation. We must look at the wider challenges for our communities, from regeneration and economic development to public health, from tackling unemployment to improving educational attainment.

A vision for energy efficiency and renewables must form part of an overarching green vision. And we need to ensure it contributes positively to the overall vision for our towns, boroughs, counties or cities. This means engaging every part of our communities to develop plans that are specific and place-focused. And that will help us better engage residents with our ambitions.

In place leadership, we have a vision in Stockton to develop a world class renewables and green technology sector. This must also help drive economic regeneration. It can deliver jobs and

support development of new skills for future generations of our young people, as well as delivering the carbon reductions we need.

I believe we need to drive the market, create opportunities for growth in renewables, and at the same time join up our thinking to bring wider benefits to residents. Again, it is about joining forces, not acting in isolation. On a small scale, for example, we have rapidly increased the infrastructure for electric vehicles in Stockton, working in partnership to install a growing network of charging points. We are bringing dealerships, fleet managers and other stakeholders together, asking them what more can we do to stimulate the market.

On a bigger scale, there is a huge potential prize in harnessing renewables and doing so in a way that could influence a step change in the energy market and simultaneously drive our economic growth.

We must bring our powers to bear on not just using renewables but to shape the market. The volume of energy we purchase allows us to broker huge deals, stimulate the market and actively choose renewable energy sources. We need to look outside our statutory, local, sub-regional and regional arrangements to forge new partnerships to purchase power and encourage investment from renewable suppliers.

We need to assess investment opportunities in areas such as district heating systems and the business case for photovoltaic power. Efficiencies come from scaling up, not down.

We need to think progressively, and differently. The Localism Act offers opportunities, not just perceived threats. Can we use its General Power of Competence to drive the market? How can we strategically use Community Infrastructure Levy, Enterprise Zones and new financing mechanisms to support our climate change and green economy goals?

All this will require new skills and vision in local government, from members and officers alike.

In Stockton, we are delivering the country's largest Community Energy Saving Programme (CESP) of energy efficiency measures for private housing. We are not just achieving significant domestic carbon reductions. The scheme is also tackling regeneration, fuel poverty, health and financial exclusion.

We recognised the potential for wider benefits at the outset and used housing regeneration funding as a key element of our match funding. In total we have attracted more than £6m of private sector CESP funding to help our most deprived wards.

So our green vision can be the glue which binds many of our aspirations to improve the lives of residents.

---

Contact: David Rose care of Vince Rutland, Media Relations  
Manager email [vince.rutland@stockton.gov.uk](mailto:vince.rutland@stockton.gov.uk)

# You are never too old to learn in Kirklees!

**That is the message from Cllr David Sheard cabinet Member for Resources who is supporting Kirklees apprenticeship scheme to bring jobs and skills to the local economy**

**A**pprenticeships are a key part of Kirklees council's work to provide employment opportunities to local people, providing far-reaching benefits beyond the apprenticeship itself. Within Kirklees we do not see apprenticeships as merely something for young people but as a means to bring about opportunities for adult learners of all ages.

I am delighted to see how our teams work together to support apprentices, the council's horticulture group, for example, have pulled together in a positive way and mentored each other through their training. The older members of the group have passed on their skills and knowledge and raised morale, whilst the younger members have gained key life skills that have proved invaluable in securing a permanent job.

Another example of how apprentices have proved successful in Kirklees is demonstrated by Karen Hainsworth an apprentice gas fitter who before coming to Kirklees Council had experienced a fair amount of turmoil in searching for a new career. Karen decided to follow her dreams and become a gas fitter after leaving a well-paid job in health and safety. She spent a lot of money investing in a private gas-training course but, after paying the fee and starting the course, the provider went out of business and Karen lost her money and the opportunity to complete her training.

After seeing an advert for an apprenticeship with Kirklees Council, she took the opportunity even though this meant

further financial sacrifice. Now Karen has won an individual award for Workplace Learner with Kirklees council and in a double success she has also been chosen for an Apprentice of the Year award by Leeds College of Building where she studies towards her gas qualifications.

I am so inspired by Karen's commitment to succeed, particularly the way that she is helping to break down gender stereotypes and acting as a wonderful role model within the service. Our street scene horticultural apprentices also received an award for Workplace Group of the Year – recognising their strong commitment to working together, despite mixed backgrounds, qualifications and ages.

So from Kirklees our message is clear. Apprenticeships are a fantastic way in which local councils can help young and old alike receive life changing skills and qualification and provide a welcome boost to our local economy!

*APSE will be conducting research on the role of councils in tackling youth unemployment, training and skills through frontline services. Please email Adele Reynolds on [areynolds@apse.org.uk](mailto:areynolds@apse.org.uk) for details and a link to our online survey*

*For more information on apprenticeships at Kirklees Council please contact Siraj Mayet on 07794 217420 or email [Siraj.mayet@kirklees.gov.uk](mailto:Siraj.mayet@kirklees.gov.uk)*

## Setting new standards in highway maintenance



Patch planing – up to \*400sq/m per day, at depths up to 125mm • Road legal • Eliminates hand arm vibration

**One Machine, One Driver, Endless Applications.**



# Multihog

**Tel: 01254 703 212**

[info@multihog.co.uk](mailto:info@multihog.co.uk) | [www.multihog.co.uk](http://www.multihog.co.uk)

Scan with your smartphone



\*The proof is in the pudding – Please call the sales team to arrange your full day's demonstration!

# Putting social value into public services

*The Public Services (Social Value) Act 2012 was supported as a private members Bill onto the statute books by Government. Here Julie Muscroft of Walker Morris solicitors provides an insight into what the new legislation means in practice for local councils.*



The Public Services (Social Value) Act 2012 began in June 2010 as a private member's bill from Chris White, a Conservative MP. It was originally entitled the Public Services (Social Enterprises and Social Value) Bill, but on its passage through Parliament it became much shorter and arguably watered down. Whilst it now contains no explicit references to social enterprise it is clear from the Hansard reports that: "its focus on maximising social, environmental and economic value will inevitably ensure that the full contribution of organisations with a social or environmental purpose is recognised." (Lord Wallace of Saltaire at the Second Reading in the House of Lords). Not all of it is yet in force and although reports suggested it would be brought into force in May, so far we have not seen any Commencement Order.

## Regulated Services Contracts

The Act applies to all authorities that are subject to the public procurement regulations, so it is something that those authorities will need to consider and build in to their procurement process. It only applies to contracts for services and to framework contracts for services, but not call-off contracts made under the framework. It only applies to services contracts that are caught by the Regulations, so above the threshold.

## Social Value Duty

The Act imposes a duty to consider how what is proposed to be procured might improve the economic, social and environmental well-being of the area (in other words, the 'social value'- although this is not a term defined by the Act); and how, in conducting the procurement process, the authority might act with a view to securing that improvement. The authority must also consider whether to undertake any consultation on these matters. Lord Newby, when introducing the Bill in the House of Lords, said: "social value is really the added value you can get when a supplier, as part of fulfilling a contract, also contributes to the public good in ways that go beyond simply meeting the basic contract terms". He gave examples such as a housing management company winning a contract to do property maintenance and committing to employ local apprentices.

## Trigger

An authority must consider these 'social value' matters: "before starting the process of procurement", which means before the authority does any one of the following:

- advertises the contract in the OJEU or otherwise
- contacts a person to seek an offer or expression of interest
- responds to an unsolicited offer or expression of interest
- enters into a contract or concludes a framework agreement.

### Link with Community Right to Challenge

If the wording of the duty seems familiar, it is because it is the same as both that of the well-being power under section 2 of the Local Government Act 2000 (now replaced by the general power of competence under section 1 of the Localism Act 2011) and it is also a requirement of the Community Right to Challenge in the Localism Act that a local authority must consider how both accepting an expression of interest to run a service and conducting the resulting procurement exercise will promote the economic, social and environmental well-being of its area. It seems clear that this is the direction that things are moving and that 'social value' is becoming something authorities must consider when looking at commissioning services.

### Implications for the Public Sector

The new social value duty is intended to operate within the confines of existing procurement law and authorities can only take social and environmental matters into account when deciding to award a services contract to the extent that they are directly relevant to the contract's subject matter. However, because the duty applies at the pre-procurement stage it may affect how the procurement is structured, such as how services are bundled together or let separately. In the procurement

itself, evaluation criteria linked directly to economic, social and environmental matters are likely to become more common.

### Implications for Contractors

Social Enterprise UK hope that the Act will: "transform the way public bodies choose to buy services". Whether this will be the case remains to be seen but bidders must be prepared to show how their bid will improve the area's economic, social and environmental well-being. Social enterprises may be in a better position to do this than the private sector. It may well mean that private sector bidders have to think less about profit and more about benefit to the community. In the long run that should be better for everyone.

Contact: [julie.muscroft@walkermorris.co.uk](mailto:julie.muscroft@walkermorris.co.uk)  
 Julie will be co-delivering the APSE training on the new Localism Act on the 27 July in Leeds. For details please contact Jan Kennedy on [jkennedy@apse.org.uk](mailto:jkennedy@apse.org.uk)



### Tough on the Streets - Easy on the Environment

Scarab build a wide range of road sweepers our truck-mount models are built on a vehicle chassis of your choice from 7.5 tonne to 18+ tonne GVW.

Operators can select the type of transmission and power delivery system that best suits their needs from our single engine hydrostatic and unidrive versions to a traditional auxiliary engine.

No matter which you choose all have been optimised for ease of use, performance as well as low noise, low emissions and excellent fuel economy.

Hopper capacities from 5.2m3 to 8.2m3 fitted alongside water tanks between 900 and 2500 litres means you can sweep for longer before tipping.

Options available are wide and varied, from additional auxiliary brushes, to weed ripper kits, water tanks up to 4200 litres, a host of Hi-Pressure water systems and much more.

If you need something a little out of the ordinary our design team will work with you to build a bespoke sweeper to your exact requirements.

Scarab Sweepers Limited  
 Pattenend Lane - Marden  
 Tonbridge - Kent  
 TN12 9QD - U.K



T: +44 (0)1622 831006  
[scarab-sweepers.com](http://scarab-sweepers.com)

# The Community Right to Challenge

***The Localism Act introduced the new Community Right to Challenge and now the regulations and statutory guidance have been published it is time for local councils and fire and rescue authorities to be prepared!***

The Localism Act received Royal Assent on 15 November 2011. The Act is subject to commencement orders and regulations which bring into force certain provisions. Many provisions are also subject to statutory guidance. One main feature of the Localism Act is the so called 'Community Right to Challenge'. This particular new right will come into force fully on 27th June 2012 as regulations were laid before Parliament alongside statutory guidance on 21 May 2012.

The Coalition Government has made it clear that it wants to see more public services delivered by the voluntary and third sector and by employee based mutuals. To give effect to this policy the Community Right to Challenge provides a right for a 'relevant body' (which is defined as a charity or third sector organisation, parish councils and two or more employees of the local authority within the regulations) to submit an 'Expression of Interest' in providing a service or part of a service normally provided by on behalf of a local authority. The regulations have recently extended this to also apply to fire and rescue authorities, whether part of the local authority or not. Although the new right only applies in respect of English authorities at the moment many across the UK will be familiar with other forms of past approaches to tendering in local authorities. In the case of the Community Right to Challenge if a local authority accepts a challenge then a procurement exercise must take place on the open market.

The regulations compel local authorities, including fire and rescue authorities, to deal with 'Expressions of Interest' and they can either reject an expression or accept an expression of interest. There are responsibilities placed on the persons or group submitting an expression of interest which stipulate that expressions of interest in running a service should include information about their financial resources, how they are capable of providing the service and to which service or part of a service they are making the expression of interest in, for example geographic information. They must also set out how they meet the needs of the service users.

A 'relevant body' can submit an expression of interest in providing a service at any time unless the local authority or

the fire and rescue authority has published specified periods on its website about when they will accept expression of interest. This provision should help authorities plan for expressions of interest and help to synchronise expressions of interest with existing commissioning cycles for services.

Once an expression of interest is received then the authority must consider it. The relevant authority may refuse to consider an expression of interest submitted outside a specified period for submitting expressions of interest, or it may request further information from the body submitting the expression but they cannot make inclusion of such information a requirement in order for the expression of interest to be considered.

Once the expression of interest is received the authority must accept or reject that expression of interest.

If the local authority accepts the expression of interest it must then embark on a procurement exercise. There is no guarantee that the body making the expression of interest will be awarded the work as the procurement exercise must be open and transparent in line with both domestic and European public procurement rules. The body making the expression of interest must therefore be aware that they need to bid against others for work if they go down this route. This will be off putting for many third sector bodies who may have previously worked collaboratively with the local authority. The statutory guidance states procurement should be proportionate to the size of the contract.

But what happens if an authority does not wish to accept the expression of interest? Well the regulations and statutory guidance sets out grounds to reject the expression of interest (these are set out in the box). The main one of interest to APSE members will no doubt be the grounds for rejection being a contravention of another enactment or statutory requirement. This is broadly drafted and should allow local authorities to consider the context of expressions of interest when looking at 'best value' or value for money considerations.

One other interesting aspect of the new regulations is the prospect of Trojan Horse bids. The guidance and

regulations both confirm the view that it is perfectly possible for a for-profit company to co-join with the voluntary or third sector or with employee mutual bids to be part of the exercise. This will be of concern to those in local government who may be fearful of the third sector being squeezed out in favour of larger bidding involving for-profit companies when the original intention of the policy was designed to support more localised community involvement.

So what do councils now need to do to prepare?

Firstly in-house teams may find themselves in a competitive process so it is important to think about your service strategy and ensure you have to hand good performance information and data to support reasons to either accept or reject bids. Councils also need to identify a suitable place where expression of interest will be processed and agree local policies that comply with the regulations. There is a myriad of issues to consider. Over the coming months APSE will continue its work with our member authorities providing regionally based discussion forums about the Community Right to Challenge, running specific Masterclasses on how to understand the new legislation and our APSE solutions service will provide specially developed formation workshops to look at how prepared your authority or service is and to guide authorities through the issues that these new rights present.

#### **Reasons for rejection include:-**

1. The expression of interest does not comply with any of the requirements specified in the Act or in regulations.

2. The relevant body provides information in the expression of interest which, in the opinion of the relevant authority, is in a material particular inadequate or inaccurate.

3. The relevant authority considers, based on the information in the expression of interest, that the relevant body or, where applicable-

(a) any member of the consortium of which it is a part, or  
b) any sub-contractor referred to in the expression of interest is not suitable to provide or assist in providing the relevant service.

4. The expression of interest relates to a relevant service where a decision, evidenced in writing, has been taken by the relevant authority to stop providing that service.

5. The expression of interest relates to a relevant service -  
(a) provided, in whole or in part, by or on behalf of the relevant authority to persons who are also in receipt of a service provided or arranged by an NHS body which is integrated with the relevant service; and



(b) the continued integration of such services is, in the opinion of the relevant authority, critical to the well-being of those persons.

6. The relevant service is already the subject of a procurement exercise.

7. The relevant authority and a third party have entered into negotiations for provision of the service, which negotiations are, at least in part, conducted in writing.

8. The relevant authority has published its intention to consider the provision of the relevant service by a body that two or more specified employees of that authority propose to establish.

9. The relevant authority considers that the expression of interest is frivolous or vexatious.

10. The relevant authority considers that acceptance of the expression of interest is likely to lead to contravention of an enactment or other rule of law or a breach of statutory duty.

Contact: Mo Baines at APSE on [mbaines@apse.org.uk](mailto:mbaines@apse.org.uk)



# Getting public services down to a tee

***Roger Wilson, Chief Executive of Coleraine Borough Council describes how hosting the Irish Open Golf tournament is galvanising regeneration and partnership working among local public and private sector organisations***



**T**he world's media is about to descend on the Borough of Coleraine, as we prepare to host the Irish Open Golf Competition at the end of June. This has been a great catalyst for bringing public sector organisations, businesses and residents together, regenerating our environment and focusing on our future economic development.

Coleraine is home to almost 58,000 people and offers some of the most stunning scenery on Northern Ireland's coast. It has an established reputation for hosting outdoor events, with regular annual fixtures including the International North West 200 Motorbike Races, the Northern Ireland Milk Cup International Youth Football Competition and the International Airshow.

To cap all of that, this year sees the Olympic Torch coming to Portrush for its first evening celebration in Northern Ireland and the Irish Open Golf Competition taking place at Royal Portrush Golf Club. The Club is renowned for its challenging courses set against a stunning backdrop of the North Antrim Coast and the Dunluce Links is ranked amongst the world's greatest. Successful ambassadors for Portrush include 2010 US Masters winner Graeme McDowell, current British Open Champion, Darren Clark, and the top world ranking Rory McIlroy. Open winner, Fred Daly, is a much revered name from yesteryear holding great associations with the Club.

When the venue was announced in January 2012, it left just six months to prepare for the Open tournament in early June. This has brought together all the public services in the Borough and led to a new model of collaborative working. Organisational boundaries have been broken down to focus on delivering the best possible experience for our visitors and residents and aiming to leave a positive lasting impression of our area. Preparing for more than 100,000 visitors in the space of a few days, the peninsula location and one way traffic system have meant the Council, Roads Service, Department for Regional Development, police, bus and train operators have pulled together to meet the challenges this presents.

It has also galvanised local businesses and residents to join public partners to give the beautiful coastal town a makeover. This is a quick win for the moment, however, it is part of a broader, long term regeneration plan, which has already secured significant funding from Government for major environmental improvements.

Progress on implementing our regeneration plan for Portrush has slowed slightly due to the recession. Two areas have been regenerated and we are looking at further renewal of the harbour and other public realm. Our current aim is for the public sector to kickstart regeneration initially in the expectation of stimulating private sector development. The profile we are building up as a world class golfing location will support this process.

Royal Portrush is one of numerous courses in a region that is truly a golfers' paradise. The Borough also boasts some of the best fishing in Europe, and our superb surfing and watersports are growing in reputation; all in all, making tourism one of the most significant sectors of our economy. We have some very attractive restaurants and hotels and a key element of our economic development strategy is to help grow the quality and scope of the tourism offering, whether it be around provision of hospitality, activities, attractions or retail - all these elements come together to create great experiences for visitors.

Coleraine Borough Council is one of 26 councils in Northern Ireland, which employs around 350 people. We have a net budget of £25-26m for refuse collection and disposal, street cleansing, leisure, parks and open spaces and community and economic development across a mix of urban centres and rural hinterland. Like many places in Northern Ireland, the public sector is a substantial employer so budget cuts have taken their toll. We have also seen a decline in traditional manufacturing so are actively seeking new ways to reinvigorate the local economy. A good example of this is Project Kelvin, a Transatlantic fibre optic cable system linking Portrush to North America, making it the fastest and most secure connection from the UK to the US.

This recent government investment has provided a platform for the development of our Digital Causeway proposition.

We are also a university town embracing the University of Ulster campus at Coleraine. As a Council, community leadership means ensuring a healthy balance and addressing the expectations of the annual influx of tourists and students, the large proportion of second homes owners and the day-to-day needs of local people. This includes making sure residents understand and share the benefits that high profile events such as the Irish Open can bring to an area.

The Review of Public Administration in Northern Ireland, which is now underway again, is anticipating that new councils will be up and running by April 2015.

In the meantime, it isn't exactly business as usual here as we prepare for an influx of visitors and the eyes of the international press.

There is a feeling that 2012 is Northern Ireland's year, with the Titanic Belfast opening a few weeks ago and other high profile events running across the Province. We are delighted that Coleraine is taking centre stage this summer and very much hope this leaves a lasting legacy for our residents as well as our visitors.

I look forward to welcoming you to the Borough and enjoying a great golfing experience.

*Contact: The APSE principal advisor for Northern Ireland is Phil Brennan please contact Phil on pbrennan@apse.org.uk*

# BIG BELLY SOLAR COMPACTOR STREET BIN

## Eliminating the waste in waste collection™



### Proven Reductions



- Reduce street bin collections by over **80%**
- Save over **70%** on collection costs
- **NO Capital funding** required
- Reduce street cleaning requirements
- Access online & real time bin fill level reports
- Review weekly collection efficiency reports

**Call for a demonstration**  
**Tel: 0844 800 6393**  
Email: [info@bigbellysolar.co.uk](mailto:info@bigbellysolar.co.uk)

[www.bigbellysolar.co.uk](http://www.bigbellysolar.co.uk)



# Funding the future for social care

*The future of social care funding is a complex issue and one which successive governments have struggled to resolve. Here Heather Wheeler MP, chair of the all party parliamentary group on local government, discusses the findings of an inquiry conducted by the group on the future of adult social care.*

Caring for an aging population is something that concerns us all. Whether it is on a professional or personal basis, the subject remains perhaps the greatest public policy issue of our time. Whilst I am sure we will all agree we should celebrate the fact that more and more people are living longer healthier lives, it also presents us with a new challenge of finding ways of funding and delivering the care that many in society will eventually need.

Since the Dilnot inquiry many more estimates about the inadequacies of the current funding of adult social care have come to light and anecdotal estimates have been supplied. Local authority providers have suggested that a demographic blip is looming, making this a critical issue. On paper it looks like there is going to be a gap in existing budgets for adult social care, and that gap, some are reporting is between £12

million to £40 million per council. Some have calculated that due to the increased number of people with care and support needs, a further 4% a year will need to be spent by local authorities on care. However, based on figures provided by local authorities this is coming at the same time that local councils are making the tough decision to reduce adult services budgets by 4.5% a year, resulting in a possible funding gap of 9.5%.

The problem of adult social care funding is often discussed in terms of how Central Government will 'solve the problem', but it is perhaps most of all an issue for Local Government. It is Local Government which overwhelmingly funds, commissions and in some cases still provides social care. It is Local Government that picks up the pieces when things go wrong and it is Local Government which will play the biggest role in making sure we get the care that we need.

However, Local Government often gets neglected in the overall debate. That is why the All Party Parliamentary Group for Local Government chose to run an inquiry on the future of adult social care to gain a better understanding of how the issue is affecting people on the ground. We felt that the time was right to hold the inquiry to garner as much information as possible, not just to get to the facts of any purported gap but to actually try and come up with some answers and a positive way forward that Local Government, insurers and self funders can provide and afford. This inquiry was developed with the APPG secretariat the LGiU, an independent research and information organisation supported by councils, and also Partnership, who specialise in finding financial long term solutions for people.

The process of the inquiry has been fascinating. As chairman of the All Party Group I have been at the forefront, chairing the evidence sessions, making sure the Committee Rooms in the Houses of Parliament were large enough to accommodate members of the public in attendance, to hearing the evidence, to chairing the roundtable meetings to discuss the details of the evidence provided. For me this role has been a real eye-opener, having been Leader of South Derbyshire District Council and now the MP for South Derbyshire it was really interesting to hear how other areas of the country and other councils are dealing with the issue.

In total, the group received evidence from over 80 organisations. The inquiry really captured the imagination of both industry experts and the general public alike, so much so that the public gallery was filled during all of the evidence sessions.

One of the key areas discussed throughout the inquiry was how funding can be shared between individuals and the state. In particular how Local Government will be in a central position to ensure that self-funders, who make up an increasing proportion of recipients care, are supported to make the most effective use of their resources. Speakers, including Partnership Assurance, suggested that there is a central need for Local Government to encourage individuals to make earlier, more cost-effective, investments in services aimed at supporting independent living and modification that could help older people remain in their homes for the longer term. In Derbyshire there are innovative plans for older people's villages, some being built right now, which will be of mixed tenure and for those who wish to add social care, incrementally, as the need arises.



Heather Wheeler MP

This offers real choice for the future of their social care.

Although it is no secret that prevention is better than cure, it became apparent throughout the inquiry that this is so true when it comes to funding. A £30 handrail to prevent a fall, costs far less than a hospital stay for a broken leg. The Personal Social Services Research Unit told the inquiry that savings from preventative services to acute care can be substantial. In their evaluation they found that every extra £1 spent on preventative services it delivered an average £1.20 additional benefit in savings on emergency bed days. This could make a real difference to the funding gap.

The Government's White Paper on adult care is due to be published before the end of June. We expect our report to come out a few weeks after that. The APPG wants this report to be one of the first thorough, thought provoking and positive responses. Giving the Government a real way forward to find a cross party and financially acceptable solution for what is truly a matter which will affect us all in both the short and long-term.

---

*Contact: Heather Wheeler MP:  
heather.wheeler.mp@parliament.uk  
Heather chairs the All Party Parliamentary Group on local Government and is a member of the CLG Select Committee*

# The Reign of the Titan Begins

With the Olympic opening ceremony only weeks away 2012 is on course to be a memorable year for the UK. Not the only exciting event to take place, specialist commercial vehicle manufacturer C.P. Davidson & Sons Ltd are welcoming in the new age of the TITAN!

Fear not though, as this new reign will not see the UK ruled by a number of deities straight out of a Greek mythology textbook but rather a very real, very powerful solution to refuse collection.

Comfortable and easy to use the TITAN range of municipal waste collection equipment has been specially manufactured with environmental consideration and an overall reduction in operational costs at the forefront of its design.

This fruition of many years' intelligent manufacturing experience and technological innovation has led to thorough consideration being put into every individual component, including its all new full electric split bin lift.

This significant reduction to operational costs can be achieved through the TITAN's faster collection process, mere 14 second compaction cycle which only requires 890rpm from the chassis and the RCV's overall reduction in fuel consumption.

With the benefits of a TITAN RCV far greater than just its ability to make financial savings, its lower carbon footprint, reduced CO2 emissions and lower noise pollution make it one of the most sustainable options on the market.

And when fitted with its full electric bin lift its clear the reign of the TITAN will be a long and prosperous one. Revolutionising the way the industry lifts its waste it requires no engine ramp up speed, produces the same amount of noise as an electric toothbrush and can complete a full lift cycle in 7 – 15 seconds depending on the size of bin lifted.

Suited to all areas of waste collection the TITAN has a long life span, four built in standard compaction ratios, multiple body and bin lift sizes and a high payload making the vehicle a more efficient, more exciting and more effective RCV.

**Why not see if you can achieve Gold this summer with the new TITAN - visit [www.cpdavidson.co.uk](http://www.cpdavidson.co.uk)**



CPD Titan RCV with Full Electric Automatic Split Bin Lift.

# The Reign of the Titan has Begun



## Body Features:

- A Lower Carbon Footprint
- A Mere 14 - 15 Second Compaction Cycle
- Reduced Fuel Consumption
- A High Payload
- Narrow Tailgate with Short Overhang
- Body Sizes: 16m<sup>3</sup> - 26m<sup>3</sup>

## Bin Lift Features:

- Full Electric Automatic Split Bin Lift
- Noise Levels <57 Db
- Lifting Capacity of 80 - 1280l
- No Engine Ramp up Speed Required
- Helical - Bevel Geared Electric Motors
- A Maximum Power Consumption of Only 5.2Kw
- Capacity to Complete a Full Lift Cycle in 7 - 15 Seconds



**Why not see if you can achieve Gold this summer with the new TITAN range**



For more information on the full Titan range of Municipal Waste Collection Equipment contact our sales team today on: **01257 224770**

[www.cpdavidson.co.uk](http://www.cpdavidson.co.uk)





# Winning the green economy race

***Innovative projects around the country demonstrate councils' ability to catalyse the shift to a low carbon economy and boost UK resiliency. Phillip Monaghan, author of APSE's new report, The transition to a green economy, calls for greater national recognition of local government's crucial role in this agenda***

**T**he chance to compete in a sector of the world economy that is worth £4trillion would be attractive even without the shadow of recession looming over us. But the economic crisis makes the case for accessing opportunities in that global green market all the more compelling.

APSE was ahead of the game in coupling the need to address climate change with the chance to participate in the growing low carbon market. I was therefore very pleased to be commissioned to undertake research to add to the association's already substantial body of work on the subject. The resulting report, *The transition to the green economy: the vital role of the ensuring council*, was published by APSE this Spring. It showcases what local authorities are achieving. It also pinpoints ways in which national policy could be

changed to enable them to do more.

Forty-six case studies in the report highlight how every function within a local authority can make a powerful contribution towards the shift to low carbon energy, infrastructure and technology. Among the many examples of effective local government activities that are discussed are: leadership in Hackney, local food production in Lambeth, Liverpool's Low Carbon Economy Action Plan, property management in Birmingham, waste management in Stirling and green skills training in Blaeneau Gwent.

These projects are making an important contribution to reducing carbon emissions and adapting to extreme weather. But just as importantly if not more so, they are also key to enabling the UK to compete in the £4 trillion global low-carbon market, reduce resource expenditure, improve

security of energy supply, keep GDP local and generate employment.

The report shows how the 'ensuring council' model developed by APSE can play a critical part in underpinning the transition to a green economy. The ensuring council is a model whereby the local authority retains a strong core capacity to deliver efficient services and aligns this with strategic vision, policy co-ordination, leadership, entrepreneurship and accountability. All of these functions are crucial to the joined-up approach required to ensure the effective transition to a green economy.

However, our study revealed that this role is not being properly recognised in current national policy. As APSE's chief executive, Paul O'Brien, commented when launching the report: 'Councils are already making an impressive contribution to developing the green economy through use of their assets, community leadership, regeneration, planning, procurement, transport, education and management of services on the front-line. It is disappointing that, despite these achievements, the Government's recent policy roadmap on the green economy does not make any reference to the role of local government in this important transition. Such a fragmented approach undermines collaborative efforts and is damaging to the public purse.'

The UK Green Investment Bank will accelerate private sector investment in the green economy. The Government began making investments in green projects in April and expects to obtain state aid approval for the Green Investment Band this Autumn. Prime Minister David Cameron told the recent Clean Energy Ministerial Summit in London there had been £4.7bn investment in renewable energy in the UK in the past year. These are welcome moves in the green economy shift.

However, central government also needs to support local government's role in this agenda; for the sake of the economy and environment. The report sets out measures central government should take including: helping unlock £143bn pension fund investment in low carbon regeneration projects; requiring the electricity industry to work on district energy planning; and amending local government finance legislation to allow councils more scope for self-determination over measures to boost the green economy.

Local government has a critical role in accelerating our national transition to a green economy through its front-line operations, responsibility for enterprise and ecosystems services. It is already doing tremendous work. The report contains lots of practical examples of green economy initiatives and we hope it inspires councils to share best practice. We also hope it will encourage central government to see what councils can achieve and give them the framework to achieve more.

*Phillip Monaghan is founder of Infrangilis, a think-tank and consultancy specialising in green economy and sustainable urban development issues. For copies of The transition to a green economy: the vital role of the ensuring council, please contact: mbaines@apse.org.uk*

### Case study: Peterborough

Peterborough City Council is one of the 46 case studies in APSE's new report Transition to a green economy: the vital role of the ensuring council.

As a result of forward-thinking spatial planning policies, Peterborough now boasts the largest cluster of companies in the environmental goods and services sector in the UK. The city is bucking the national economic trend, unemployment is below average and businesses in its environmental cluster are expected to create 2,500 new jobs.

The city's Green Quarter is a six storey state-of-the-art building that hosts more than 380 environmental business. The building includes a sustainable Tesco's store, where heat generated by the supermarket's refrigeration and cooling systems is harnessed to service the offices.

The Green Quarter is one strand of the city's wider Home of Environmental Capital strategy to develop a sustainable city and reduce CO2 emissions per capita to 6.7 tonnes by 2014. The council's Peterborough Model demonstrates environmental performance, such as the SAP ratings of buildings, at city level. The council is also introducing a supplementary planning document on sustainable design and construction in the Local Development Framework. Other initiatives in the strategy include establishing a sustainable skills centre and installing 75 electric vehicle charging points.



**'The transition to a green economy: The vital role of the ensuring council' is available to order from APSE priced at £20 for APSE members and £40 for non-members. To order please email Wai Lee on wlee@apse.org.uk or visit the APSE website on www.apse.org.uk and visit the research and campaigns page where you can download an order form.**

# Transatlantic lessons in school food

***The importance of nutritious meals in improving children's education as well as their health was highlighted when APSE brought experts from the USA and Scotland together to share innovation and best practice in school food***

Pupils from Harris Academy in Dundee are impressive ambassadors for healthy eating. A group of youngsters from the school, which has pioneered activities including a Chef's Club, told delegates at APSE's recent conference about the positive impact learning about healthy eating and improving their diet has had on their performance at school, health and well-being.

APSE brought together Scottish and USA experts to share best practice in raising nutritional standards and improving uptake of school meals at its school food and health seminar Benchmarking, Innovation and Sharing Best Practice, which took place in Edinburgh on 25th May. One in twelve Scottish children are classed as obese according to official figures, while in the USA an estimated 17% of 2-19 year olds are obese. Increasing strain on family budgets both sides of the Atlantic is also making it harder for some parents to feed their children a well-balanced diet. Almost 100 delegates heard about concerns, issues and approaches in Scotland and the USA.

Dr Yibo Wood, nutritionalist at the USA Government's Department of Agriculture, said: 'A hungry or malnourished child cannot develop physically, mentally or emotionally. Healthy eating habits provide the optimum mental and physical health for our children and, once established, last a lifetime.' Almost 32m school meals are served each day in the USA. She described how investment in high quality educational materials is helping spread healthy eating messages in American schools.

Dr Katie Wilson, SNS executive director of the National Food Service Management Institute, outlined the history of child nutrition programmes set up in the USA to tackle the 'dual challenge' of childhood hunger and obesity. The federal Child Nutrition Programme Reauthorization Act of 2004 was updated in 2010. This placed responsibility at local level and gave school districts the opportunity to create an environment 'conducive to healthy lifestyle choices,' she said. This includes goals for nutritional guidelines, physical education and other school based

activities and a plan for measuring implementation. As in the UK, the cost of providing meals is increasing and federal reimbursement is not keeping up with these rises.

Joan MacKay, of Education Scotland, explained how healthy eating and school meals are being integrated into the new Curriculum for Excellence. She said: 'A transformational shift is now necessary to have a significant impact on the lives and achievements of all our children and young people.' The Scottish Government is committed to closing the gap in educational attainment for all children and sees health and well-being as a key lever to do that.

There has been good progress in improving the nutritional standard and uptake of school meals in Scotland, as a result of the Scottish Government's Hungry for Success campaign and innovation among local authorities.

Representatives from Fife, South Lanarkshire and Tayside Contracts described how raising awareness, innovative marketing, refurbishing school dining halls, introducing smart-cards for payment, more enticing menus and involving parents have all meant increased take-up of healthier school meals.

APSE has campaigned for two decades on the importance of nutritious school meals and the role of local authority school meal providers supporting health objectives. This event demonstrated what is being achieved in both the USA and Scotland. APSE's chief executive, Paul O'Brien, commented: 'Much more could be done. Taking a long-term perspective on investment that focuses on outcomes will improve young people's health, educational attainment and quality of life. It is also effective use of public resources, as it could save billions of pounds currently spent dealing with the impacts of poor eating.'

---

Contact: [aspowart@apse.org.uk](mailto:aspowart@apse.org.uk)

# Frontline services; preparing for challenges

Using new powers:  
Complying with new duties

Localism act

In-house bids

Community right  
to challenge

Trading & charging

Performance &  
Innovation

**Bookings for this event are now being taken!**

To reserve your place, contact Keisha Swaby on [kswaby@apse.org.uk](mailto:kswaby@apse.org.uk) or visit the APSE website [www.apse.org.uk](http://www.apse.org.uk) for a booking form

A major one day seminar at Manchester City Football Ground  
Etihad Stadium, Sport City, M11 3FF

Friday 13 July 2012

**apse** seminars



# Historic Tameside park goes truly green

***Tameside Council has put sustainability at heart of the restoration of its popular historic park***

It's not just the grass in Tameside Council's Stamford Park that is green. The park is undergoing a major makeover, which will give its buildings the greenest of credentials too.

The £5m restoration of the historic Stamford Park in Stalybridge includes a package of eco features to reduce its carbon footprint. The project was funded by a grant of £3.99 million from the Heritage Lottery Fund (HLF) together with £1m from Tameside Council. Tameside Council's executive member for neighbourhoods, Cllr Kevin Welsh, says: 'Sustainability has been a key feature of this project, which is about developing the park not just for now but for future generations, and I am pleased we have been able to include so many eco features as part of the restoration.'

There are 22 formal parks across the borough of varying sizes. Stamford Park is Tameside's main park and has 300,000 visits a year. It is Grade II Registered and has an important Victorian heritage. When the historic landscape was in need of restoration, this offered the opportunity to introduce new environmentally friendly facilities.

The authority carried out extensive community consultation before developing the scheme. This showed that local people wanted a café, toilets, meeting point and somewhere to go to find out information. As there was no suitable building that could be converted, the authority proposed a new building. One of the aims of the restoration was to provide a park and facilities that were sustainable in the long term and therefore the Council worked with its design team to create a sustainable building.

The green makeover includes a state-of-the-art ground source heating pump (GSHP) for the brand new pavilion. This means the building will be heated using latent heat in the ground without the need for using gas - which will have considerable benefits financially as well as making it more sustainable for the future. The pavilion will also have infrared taps to save water as well as motion sensor lights to save electricity. A new maintenance depot will include a harvesting tank to collect rain water - to be used for watering plants during times of drought and washing tools and equipment - as well as recycling and composting facilities.

The design team researched different low carbon technologies before carrying out a feasibility study to see which would be the most economical and sustainable in the long term. They looked at installation costs, payback costs, carbon savings, maintenance costs and reliability of technology. The initial study showed 4900kg carbon saving could be achieved.

Carbon Reduction Panel Chair, Cllr Barrie Holland, says: 'The ground source heating pump is particularly exciting as visitors will be able to enjoy underfloor heating from a sustainable source - not only is this great news for the environment and our carbon footprint, it will also save money.'

The entire restoration was designed with a view to reducing running and maintenance costs in the long-term. The ground source heat pump will save the Council money on heating bills after the payback period and the rainwater harvesting tank will save money on the water bill.

Project Manager, Nicola Marshall, says: 'The Council has taken a rounded approach to looking at the full benefits the restoration project can bring about - for example providing maintained green space will encourage more people to exercise, which means there will be health benefits. By providing welcoming, but secure buildings and great new play facilities for younger people, we hope there will be a reduction in anti-social behaviour and greater community cohesion.'

The Council intends to promote the sustainable features within the park. It will be used as an example of how the authority is committed to carbon reduction and teach people how they can be more sustainable in their own home and garden. The park can be used as a venue to offer training sessions on composting, sustainable planting and the

authority will engage with local schools and colleges to give students have the opportunity to learn about the technology it is using.

Tameside's parks service has an in house team of 60 staff. The Council is committed to improving the sustainability of its parks and green spaces and over recent years has undertaken a number of initiatives to improve sustainability in all its parks. Examples include: recycling old wheelie bins to be used as water butts on allotments; providing advice on composting, water conservation and soil improvement techniques for allotment holders; developing community orchards and beehives; re-using green waste on site through composting and chipping in parks; and introducing permanent planting in some beds in parks where there has previously been spring and summer bedding. The parks team has also tested the water in the Stamford Park boating lake so it can be used for watering plants at a time of drought.

The park has stayed open during the refurbishment. Whilst main construction areas have been closed off, the flower gardens and informal grassed areas have been kept accessible. The restoration is due to be completed this summer. It aims to enhance the best features of the Victorian park while providing modern, sustainable facilities.

---

Contact: [mbaines@apse.org.uk](mailto:mbaines@apse.org.uk)



# Report back

## *A round up of APSE advocacy and events on behalf of our members*

May and June proved busy months for APSE with a range of conferences, meetings and advocacy activity on behalf of APSE members.

## England

### Forensic evidence

May saw Mark Bramah, APSE's Assistant Chief Executive provide evidence to the CLG committee on Cooperative Councils. APSE provided evidenced based research using the recent APSE research publication 'Proof of Delivery' which explored over 1600 international case studies on the use of cooperatives but found little evidence in relation to the use of the models in public service settings.

### Challenging times

A busy event hosted by the LGIU saw Mo Baines of APSE provide advice and information on the new Community Right to Challenge and the likely impact on frontline service providers in London on 9 May.

### Due Riga

APSE chief executive Paul O'Brien continues to expand APSE's growing international reputation providing a key note address in Riga in Latvia at an EPSU conference, exploring public service reform.

### Leaders don't abdicate responsibility!

Mark Bramah attended the Leaders Forum hosted by The MJ in Warwickshire on 24 May on behalf of APSE where Mark pressed the case for leaders to take on the responsibilities for service innovation and transformation rather than abdicating this role to third parties through 'quick fix' solutions.

### Waste Conference

APSE principal Advisor Debbie Johns addressed the CIWM annual conference 2012 which was held on the 13 June at the Royal College of Surgeons London and addressed delegates on the APSE research on the 'State of the Market Report for Refuse Collection'. Copies of the briefing about the report are available from Debbie on [djohns@apse.org.uk](mailto:djohns@apse.org.uk)

## Wales

### Collaboration on shared services

APSE principal advisor for Wales, Debbie Johns, met with Daniel Hurford, of the WLGA to discuss future collaboration on shared service research projects.

### Sharing in Llandridnod

The APSE Wales shared services seminar and AGM will take place on Friday 22 June at the Metropole Hotel at Llandridnod speakers will include Piers Bisson, Deputy Director of Public Services Reform at the Welsh Government

### Evidence call for apprenticeships

Arrangements are in place for a future Wales seminar on apprenticeships in Wales and Debbie Johns is calling for Welsh local authorities to submit evidence about the use and benefits of apprenticeships in Wales.

## Scotland

### Who gets the vote?

Scotland's AGM took place at the Broadwood Stadium, Cumbernauld in June which saw Cllr Tommy Lunny of North Lanarkshire Council elected as APSE Scotland Chair following on from the retirement of Jim McGuigan who previously held the post. Cllr Barney Crockett, of Aberdeen City Council was elected as Vice Chair following on from John Stewart who has stepped down as a Councillor in Aberdeen to take up a new role as Chief Executive of the Manchester Pride Festival. Paul Jukes of North Lanarkshire Council, remains the Scottish secretary.

### American pie?

APSE and the Scottish Government played host to an event with leading USA specialists on child nutrition and obesity. Hearing lessons from America and in particular the trends surrounding the growth in obesity. The event was held on 23 June at the Apex Waterloo Place Edinburgh and you can read more about this on page 20.

## A huge thank you to our Aviemore delegates and exhibitors

At the recent APSE Scotland Fleet, Waste & Grounds services seminar a charity raffle was held as part of the annual dinner with gifts kindly donated by exhibitors. The charity event raised a fantastic £2,136.50 for Yorkhill Hospital Ronald McDonald House. The house cares for around 600 families of children who are critical ill or have long term care needs at the hospital and it relies solely on charity donations to function.

APSE has received a letter thanking our delegates and exhibitors at Aviemore. The hospital is placing an APSE leaf on the tree of life in the reception as way of thanking our delegates and exhibitors for their generation donations.

## Sports performance

APSE principal advisor Phil Brennan attended a meeting with leisure managers on 21 May in Coleraine to discuss the development of performance networks and performance management in leisure and sports services, including the drivers for efficiencies.

## Engaging stakeholders

The APSE Northern Ireland AGM and seminar will take place on 29 June at The Braid, Ballymena. The seminar is entitled 'Innovation in Engagement – new approaches to engagement with stakeholders'. Copies of the AGM agenda and seminar details can be obtained from Phil Brennan on pbrennan@apse.org.uk The event is free to APSE members in Northern Ireland.

## Northern Ireland

### LGRJF

APSE chief executive Paul O'Brien continues to chair the Local Government Reform Joint Forum with the latest meeting held on 23 May 2012 in Belfast.



**Despite times of austerity it is encouraging to see that local authorities are continuing to invest in the skills required for front line staff.**

Supervisory skills training remain the most popular events for APSE, delivered to team leaders across streetscene, catering, cleaning, leisure and building maintenance sectors. Councils with minimal training budgets have also taken advantage of the free places APSE training has offered through "hosting" an event on site on our behalf.

With the Clean Neighbourhoods Act coming into force in Northern Ireland from April 2012, APSE and Walker Morris have been able to deliver not only legal advice but also practical guidance on the lessons learned from councils in England and Wales.

### **New events for APSE training this year are:**

- Gas safety awareness in partnerships with CORGI
- The Localism Act - exploring the community right to challenge
- Raising the issue of healthy weight
- Managing Allotments, a joint project with the National Allotment Society

For more details see the APSE website at [www.apse.org.uk](http://www.apse.org.uk) and go to our training pages or email Jan Kennedy on [jkennedy@apse.org.uk](mailto:jkennedy@apse.org.uk)



# APSE people pages...

## John Coatman

John joins APSE with over 30 years experience in ICT spanning both the public and private sector including operations, analysis and programming, management information and reporting systems. As part of the expanding APSE performance networks team John will have responsibility for performance networks processing and analysis including production of databases, delivery of performance indicator reports, and supporting local authorities in data collection and error checking processes.

## Glenn Foster

APSE is joined by Glenn Foster who is our new IT and research officer. With over ten years industry experience including working for a major internet service provider and public sector work including the creation of online benefit applications for local authorities, and implementation of SharePoint for small to medium sized business and charities and cloud based IT systems Glenn's skills will be called upon as APSE moves forward with upgrading its own website and IT capacity.

## Goodbye and thank you .....

APSE IT and research officer Joe Furniss has taken on a new role with a web design company in Liverpool and is replaced by Glenn Foster. Joe has been a tremendous source of support to APSE and we wish him good luck and our best wishes in his new role

John Clough who many of you will know from booking onto APSE training courses and Masterclasses has also gone to pastures new taking up an exciting new role with a training company in Ormskirk. Again he will be very much missed by his colleagues in APSE and we wish him the very best of luck!

## APSE briefing notes update

Briefing notes and research reports produced since the last issue of Direct News

12-28	How LA's can reduce emissions	June 2012
12-27	Accounts commission report	June 2012
12-26	Community right to challenge	June 2012
12-25	OFT street furniture advertising	June 2012
12-24	Final potholes review	May 2012
12-23	State of the market survey for Parks	May 2012
12-22	Accounts commission overview report for LG	May 2012
12-21	Response on separate collection of recycling	May 2012

---

For more information on the briefing notes and research reports, contact the APSE office on 0161 772 1810 or visit our website at [www.apse.org.uk](http://www.apse.org.uk)

# Events diary

Date	Event	Venue
June 27	Waste Advisory Group	Manchester ●
June 27	Renewables/climate change	London ●
June 29	Catering Advisory Group	Manchester ●
July 2	Gas Safety Awareness	Manchester ●
July 3	Street scene supervisory skills	Glasgow ●
July 3	Leisure advisory Group	Manchester ●
July 4	Health and Safety in Waste and Environmental Services	Glasgow ●
July 4	Building Maintenance Advisory Group	Manchester ●
July 5	Managing Cemeteries and Crematoria	Blackburn ●
July 5	Building Cleaning advisory group	Manchester ●
July 6	Raising the issue of Healthy weight	Manchester ●
July 9	Managing Gas Contracts	Manchester ●
July 11	Street scene supervisory skills	Manchester ●
July 11	Transport seminar	Coventry ●
July 13	July one day seminar	Manchester ●
July 17	Southern parks seminar	Windsor ●
July 18	Renewables Seminar	Coventry ●
July 27	The localism act	Leeds ●
July 31	Psychometric testing	Manchester ●
August 7	Project Management in Local Government	Edinburgh ●
August 8	Handling difficult conversations with staff	Edinburgh ●
August 16	Project Management in Local Government	Manchester ●
September 17	Renewables/climate change	Leeds ●
September 19	Biomass/green deal	London ●
September 19	Transport Advisory Group	Manchester ●
September 20	Tools for efficiencies and savings in street cleansing	Manchester ●
September 25	Tools for efficiencies and savings in building cleaning	Manchester ●
September 26	Renewables and climate change advisory group	Manchester ●
September 26	Parks Advisory Group	Manchester Town Hall ●

## Contacts

- Keisha Swaby 0161 772 1810, kswaby@apse.org.uk
- Laura McNab 01698 454 015, lmcnab@apse.org.uk
- Michael Egerton 0161 772 1810, megerton@apse.org.uk
- Vicky Starmer 0161 772 1810, admin3@apse.org.uk
- Louise McMillan 01698 454015, lmcmillan@apse.org.uk
- Jan Kennedy 0161 772 1810, jkennedy@apse.org.uk

# *Driven for efficiency, designed for the environment.*

Fuel economy and the environment have become the key focus for everyone working within the automotive industry - especially at DAF. We're constantly striving for improved fuel efficiency and the new LF Hybrid sets a whole new standard in practicality and care for the environment. You can rest assured that whatever your needs, DAF has the right model with the optimum specification and most importantly, with the lowest emissions. By continual product development, DAF are committed to helping the environment so you can drive for efficiency at every turn.

*driven by quality*

