

Reclaiming entrepreneurship

**Nurturing a culture of civic enterprise and
generating income for public purpose**



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Editorial



Paul O'Brien
Chief Executive,
APSE

Towards a New Municipalism

In this edition of APSE direct we showcase a number of examples of what we could term 'New Municipalism'. As a concept New Municipalism is ever emerging. We have recently published a new research report with Professor Steven Griggs of De Montfort University which re-sets the debate away from simplistic frameworks of charging and trading in local services; as useful as this is to local councils, and instead we consider the broader and more far-reaching narrative of what New Municipalism means in the here and now. As we face ever pressing challenges in local public services, the role of the local council in supporting local people and local places often goes beyond the confines of council structures. Linking with core institutions in local areas, like the NHS or local employers, is increasingly a role not just for strategists but for those at the heart of delivering frontline council services.

New Municipal councils are taking a birds-eye view of their local economies and drawing into the local landscape the areas where they can take a positive and proactive role. This may mean that councils act unashamedly as market disruptors. Where businesses fail local people councils are engaging in ways to both be an alternative provider themselves or through encouraging new forms of local business; creating space and support for new start-ups

through to developing a council-owned business that delivers in the areas where markets have failed local people.

Outside of our New Municipalism research we nonetheless see similar themes emerging along a range of council activities. From commercialism in local parks, as shown in Leeds, through to the role of councils in delivering on climate change and renewables increasingly we see other public institutions, private businesses and community and voluntary groups relying more - not less - on councils to hold the ring. Tying together the vision for a local area and bringing in the skills and capacity to make a real difference to local economies.

As global news dominates the front pages the reality is local people are less concerned by President Trump and Mr Kim and more concerned by how their kids will get a job, the quality of the local environment and whether there is enough affordable homes for local people. The institution that continues to be the glue in our local economies is the local council. But not any council; New Municipal councils that bind together the past traditions of public service ethos with a spirit of entrepreneurship and a culture that makes better things happen.

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Report Back

A round up of APSE advocacy and events

APSE on the BBC

APSE Chief Executive Paul O'Brien was interviewed on BBC One's Rip Off Britain on 25 June defending the right of councils to introduce charges for garden waste. The episode is available to watch on BBC iPlayer or alternatively, you can view the clip featuring APSE's comment on the APSE YouTube Channel. Following his appearance on Rip Off Britain, Paul was interviewed on nine BBC local radio stations to discuss green waste charges. A selection of these interviews can be found on APSE's YouTube Channel.

Delivering affordable homes

On May 10, APSE and the Town and Country Planning Association (TCPA) launched our fourth annual housing report in Westminster. The research shines a stark spotlight on the desperate housing crisis experienced across the country with 98% of councils identifying their need for affordable housing as either severe or moderate. The launch featured a panel discussion with leading housing experts Lord Best, Brian Berry of the Federation of Master Builders, Paul Nichols of Harrow Council, Sandra Fryer. You can read more about this report on page 16 in a special feature with Kate Henderson, Chief Executive of the TCPA.



Lord Best, Brian Berry of the Federation of Master Builders, Paul Nichols of Harrow Council, Sandra Fryer and Finn Williams of Public Practice at the APSE/TCPA launch

On the road again

Transport Minister, Jesse Norman MP, has recently confirmed his support for APSE's ongoing involvement in supporting benchmarking to help the Highways Efficiency Programme (HMEP).

Action on parks

APSE Chief Executive Paul O'Brien represented APSE at the LGA Action on Parks Conference in London on 24 May. In addition to Paul, many other Parks Action Group Chairs were present at the meeting, as well as Rishi Sunak MP, Parliamentary Under Secretary at the Ministry of Housing, Communities and Local Government. The Conference looked in detail at topics such

as the skills required of a 21st century parks manager and the importance of natural capital and green infrastructure to improving the wellbeing and prosperity of local communities.

Heard of LAMS?

APSE launched its Land Audit Management System (LAMS) APP at the APSE Refuse and Street Cleansing Advisory Group on the 24 May in Manchester. LAMS is a quality inspection system to monitor grounds maintenance, which can also be applied to street cleansing for a total street scene quality score. BBITS have developed a LAMS monitoring APP for £500 per authority which includes GIS location and photo evidence for the inspections which eliminates the manual input of spreadsheets. Pilots, testing and training on the new APP will take place in June and July 2018. For more information on LAMS, you can download the information brochure in the Performance Networks hub on the APSE website.

The MJ Dinner

APSE was once again proud to support the MJ Awards sponsoring the 'Service Team of the Year' which was awarded to the London Borough of Waltham Forest. Congratulations!



The London Borough of Waltham Forest receiving their MJ 'Service Team of the Year' Award from former Home Secretary Alan Johnson, with APSE National Chair Cllr Archie Dryburgh

Public Sector Show

APSE's Paul O'Brien was in London on 26 June to chair the panel discussion "commercialism and commissioning: driving value for money" with Ken Lyon of Birmingham City Council, Alyson Brett of NHS Commercial Solutions & YPO's Jo Marshall.

The New Municipalism

APSE's latest research examines the initiatives and the emerging practices of municipal entrepreneurialism. The report explores genuinely innovative ways of working to demonstrate how local authorities are intervening in markets to deliver outcomes that go beyond financial benefits. The report also show how elected members have an alternative path to the 'difficult choices' currently on the table. You can read more about the report on page 8.

Scotland

SNP Conference

APSE attended the SNP Conference in Aberdeen holding a packed fringe event on local government finance. The event consisted of a panel examining the core funding needs for local councils in Scotland, with many local authorities looking at commercialisation and income generation to help with the big policy issues such as social care. APSE also hosted an exhibition stand at the event and was able to discuss local government related topics with a variety of SNP MPs, MSPs and councillors.



Cllr Les Sharp, Cllr Katy Loudon and Cllr Susan Aitken join APSE Chief Executive Paul O'Brien for a panel discussion on local government finance at the SNP Conference

Taking a commercial approach

APSE Scotland is delighted to announce it has commissioned a new guide for member local councils to explore the dynamics of commercialisation in local government. The guide explores the ways local councils in Scotland can add value to services that they provide; bringing added value to citizens and local economies. The guide can be downloaded for free from the Research section on the APSE website.

England

ALDC

APSE will be hosting a fringe event on the topic of housing at the Association of Liberal Democrat Councillors conference on 7 July with Mo Baines, APSE Head of Communications and Coordination on a panel with Cllr Keith House, leader of Eastleigh Borough Council. You can read Cllr House discuss housing supply on page 6.

Northern Ireland

Devo powers?

NILGA has recently produced a paper with Dr Peter Kenway of NPI which explores the case for further devolution of powers to Northern Ireland which is particularly pertinent given the ongoing suspension of the Northern Ireland Assembly. The issue of further devolution of powers was also the subject of recent discussions at strategic forums and it is an issue that will be of ongoing importance in the near future. The APSE Northern Ireland AGM will be held on Friday 3 August at Belfast Council.

Wales

Where to now?

APSE Wales held 4 advisory meetings in Llandrindod Wells in May followed by a Strategic forum, chaired by Swansea's Cllr Andrea Lewis in Mold on the subject of *Local Government Financing Neighbourhood Services: Where to Now?*

New APSE Approved Partners: Welcome **McCann**



Congratulations and a warm welcome to McCann, who have now been confirmed as APSE Approved Partners.

For McCann, becoming an approved partner opens a number of doors. It provides the company with a voice through which it can share its expertise with local authorities and fellow members as well as the chance to gather valuable insights on the subjects of civil and electrical engineering and infrastructure.

With over 50 years' experience delivering major contracts across the UK, McCann brings a wealth of experience and industry knowledge to the table for its fellow members - with notable recent projects including street-lighting and re-cabling works for the Royal Parks and at Constitution Hill and a £25m street lighting contract for The Borough Council of Calderdale in Yorkshire.

APSE Chief Executive Paul O'Brien is delighted to welcome such a reputable civil and electrical engineering firm on board and he is looking forward to a fruitful partnership in the future with McCann - "Local authorities are always looking to discover trustworthy organisations implementing the latest innovations and best working practices which they can look to work in partnership with on major projects - so having McCann on board can only benefit our membership base and offer significant value for everyone connected to APSE."

Like Paul, McCann Managing Director, John McCann, is delighted to see the company officially confirmed as an APSE approved partner and is keen to develop relationships with local authorities and fellow partners for the benefit of everyone involved. "Sharing ideas and expertise is what APSE is all about," said John.

"We feel we have a lot to offer fellow members but we are also keen to hear their thoughts and learn from a far-reaching network of industry professionals" added John.

For more on McCann, visit www.mccann.co.uk

Point of view



**Councils
can increase
housing supply
of all tenures.
Up for the
challenge?**

Cllr Keith House
Leader of Eastleigh
Borough Council

At last there is a political consensus that Britain has a housing crisis and that more homes are needed of all tenures.

Left to its own devices, the market alone will not build the homes we need. Volume builders have their "50 a year" model to maintain prices and avoid market absorption. More players need to come to the table to deliver homes.

Councils have traditionally delivered homes for subsidised rent: "council houses" now misleadingly re-titled as "affordable homes" even when many, built by councils or by housing associations, are still at unaffordable rents. Homes for market sale or rent have been left to the market to deliver, with institutional investors now taking a major role in private rented schemes, heavily skewed to apartment blocks in city environments.

This is not a model for housing that will achieve the housing numbers or tenure mix the nation needs, and it will not, despite Help to Buy, fix the affordability challenge increasingly pricing the under 40s out of home ownership.

Local authorities have many opportunities to intervene in the housing market to fill the void left by the market. Increasingly, councils are helping unblock stalled sites and start building homes of all tenure, often through new housing companies

and joint ventures. A route to achieving the housing supply we need is being created.

This will not solve affordability. Eastleigh Borough Council is now building homes for market rent, as part of wider housing developments. This fixes market absorption by speeding up site delivery and, given the council is building family homes as well as apartments, widens the pool of quality affordable housing in a suburban environment.

Eastleigh is offering family-friendly, open-ended "lifetime" tenancies, to make market rent attractive to young people planning for careers and families. The council is delivering a minimum of 100 new market rent properties a year alongside homes of other tenures. Eastleigh is going one stage further in developing a "rent to own" product that will take into account rent paid, enabling tenants to convert to home ownership in the future, when it suits them, with income from sales available for reinvestment in housing.

Councils can step up to the challenge not just on housing supply, but genuinely offer new opportunities both for subsidised rent and to promote future home ownership in a way that does not reduce the pool of rented homes. •

Last chance!

Submit your entries by 11.07.18

LOCAL GOVERNMENT
AWARDS
NORTHERN IRELAND
2018

Introducing the Deposit Return Scheme in Scotland

Turning the tables on litter for good



David Barnes
Programme Manager,
Litter and Flytipping, Zero
Waste Scotland

**In Norway,
around 90
per cent of all
plastic bottles
in their
scheme are
now recycled,
compared
with just half
in Scotland.**

The decision to introduce a deposit return scheme in Scotland is a milestone in the country's progress towards a more circular economy – with the potential to improve recycling rates and reduce litter. Scotland is the first country in the UK to do so.

Several countries already have schemes in place. Evidence shows deposit return schemes overseas can reach over 90 per cent recycling for containers, and material collected through it is typically high quality and higher value. In Norway, around 90 per cent of all plastic bottles in their scheme are now recycled, compared with just half in Scotland.

Scotland's recycling rate has made a steady, if slowing, increase over the past five years – by an average of 1 per cent a year to its current 45 per cent. Meanwhile Zero Waste Scotland's recent report, *The Composition of Household Waste at the Kerbside*, revealed two thirds of materials that could have been recycled are still ending up in household bins destined for incineration or landfill.

We're fully committed to helping councils drive up recycling rates and there's lots that can still be done, including deposit return. The system that is eventually chosen should have a positive financial impact for councils.

We facilitate the Household Recycling Charter – a voluntary agreement and code of practice agreed by the Scottish Government and COSLA, to which almost all councils in Scotland have signed up. It aims to make recycling in Scotland less fragmented and easier for residents, and to improve quality upon collection.

Deposit return presents an opportunity to turn the tables on litter for good. Clearing up litter and flytipping costs around £1 million a week of public money that councils could better spend on other priorities. What's more, around half of littered items could have been easily recycled.

By introducing a financial incentive for people to do the right thing, deposit return has the potential to generate a reduction in the amount of litter blighting Scotland's landscape.

Stakeholder consultations

Zero Waste Scotland has had extensive consultations with councils, retailers, producers, and community groups, culminating in a summit last month which 160 stakeholders attended, bringing together some of the key sectors affected.

It received an overwhelmingly positive response and was a valuable forum for discussion. Zero Waste Scotland will continue to work closely with stakeholders and keep our partners up to date with scheme design developments.

Deposit return represents a transformative milestone in Scotland's plans to progress a more circular economy – with potential to change attitudes and generate tangible benefits. It's also a strong basis on which to accelerate change in the way products and materials are seen, encouraging a whole-life approach to design and consumption.

At the recent summit Environment Secretary Roseanna Cunningham referenced the Scottish Government's continued desire for collaboration with Westminster and other devolved nations to achieve a scheme that works for everyone – as well as reinforcing the Government's ambition to achieve a scheme that's supportive of the nation's circular economy vision, and to make it one of the best performing in the world.

- *Your involvement:*

Zero Waste Scotland is actively looking for stakeholders to tell us what they need to explain and promote deposit return to their members, service users and staff – and what they can do to help spread the word across Scotland. We're keen to have your involvement to help make deposit return a success for Scotland.

If you would like to work with Zero Waste Scotland to host a public engagement event, or have an idea to contribute, please email drs@zerowastescotland.org.uk

- *David will be speaking at the APSE Annual Seminar in Edinburgh on the 12 September. For more information, visit the APSE website www.apse.org.uk*

The New Municipalism

Taking back entrepreneurship

New research by APSE and DeMontfort University looks in detail at the emerging practice of municipal entrepreneurialism; local authorities generating income for the public purpose. The report author, Professor Steven Griggs, explores the key findings.

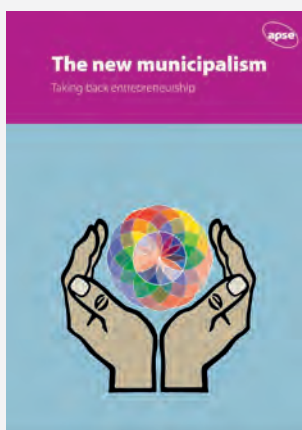
When we talk about entrepreneurship we often conjure up images of tech companies with quirky individuals, dressed in floppy t-shirts (and even floppier pants!) designing software solutions to transform the daily grind of life. Insert the word 'municipal' before 'entrepreneurship' and we conjure up some very different images. We evoke memories of a golden age of local government; grand neo-gothic buildings and what some might now see as paternalistic services to the poor. The truth, as is oft' the case, may lie somewhere in the middle.

Local government is too often put between a rock and a hard place. It faces unprecedented financial pressures and yet, any attempt at commercialism can be too readily dismissed as working against the traditions of local government, undermining its public service ethos; at worst, it is accused of acting against the interests of local businesses. This report takes a different stance, seeking to navigate a path between these ideologically-infused constructions of municipal entrepreneurship. Adopting the ethos of the ensuring council, we argue that municipal entrepreneurship can be a crucial ingredient in today's local authority stewardship of place and community. Faced with the progressive demise of central funding and the challenge of perma-austerity, municipal entrepreneurship offers, we demonstrate, an alternative path to ever-present cuts to services, the divesting of, or charging for, services, and the race to the bottom as local authorities compete to attract business within the central constraints on local business rates and council tax rises.

Whilst municipal entrepreneurship is often narrowly associated with trading and charging, marked down as further evidence, if needed, of the breakdown of the public service ethos in the face of powerful logics of the market and competition, our research uncovered a very different picture. We have termed this 'new municipalism' because its reach is not only broader but more nuanced than simply mimicking market-based approaches to income-generation. Indeed, our research identified a series of practices and initiatives that we termed 'entrepreneurship for a purpose'.

In our report we are thus calling for local councils and communities to 'take back' ownership of the term, municipal entrepreneurship, investing it with alternative logics and understandings. In reality, as APSE's agenda-setting 2012 study of innovation and income-generation demonstrated, many local authorities have already taken up this challenge. Entrepreneurship cannot be confined to either the private sector or the voluntary and community sector. It is to be found in local government, informing local strategies to improve service delivery and tackle austerity. In other words, it does not have to be automatically tied to advancing the demands of business or the competition between towns and cities to attract mobile capital and highly-skilled workers.

On the contrary, the evidence presented in this report demonstrates how municipal entrepreneurship offers a pragmatic tool in the armoury of



• You can view a digital copy of the research on the APSE website at www.apse.org.uk. Print copies are also available.

To order, please use the form on our website or email Wai Lee on wlee@apse.org.uk.

local government. It can directly address local policy challenges, enhancing the role of authorities in the stewardship of place. It can create new social, economic and political networks, build local resilience and the capacity of local communities and institutions, while accessing new funding streams and sources of income generation. When driven by the ethos of the ensuring council, it can deliver, we argue, multiple benefits: the protection of in-house services; the pursuit of social justice and 'fairness'; local economic development and market intervention; skills development; and environmental change and the agenda of sustainable cities.

By tackling the “Klondike” economy, which allows national companies to “export” profits or wealth out of the local area the pre-emptive approach of Swansea council helps to keep the council spend in the locality, and in doing so to support jobs and skills for its’ local citizens.

In fact, as part of our findings we highlight three lessons of the New Municipalism. Firstly, municipal entrepreneurship is a tool for councils to intervene in local markets. One of our case studies, Birmingham Municipal Housing Trust, demonstrates how councils through intervening in the market can take a proactive role in developing new housing, meeting the demands of failing housing markets, and providing high quality, secure and green new homes that not only provide a place to live but help improve social justice outcomes like fuel poverty within local communities

In a similar way we found that local councils, like Dumfries and Galloway, Oxford and Swansea, are actively seeking to prevent leakage from their local economy by ensuring that opportunities for apprenticeships and skills training are not just part

of their in-house services but integral to their approach to supply chains. By working with local firms to tackle the ‘Klondike’ economy, which allows national companies to ‘export’ profits or wealth out of the local area, councils can help to keep the council spend in the locality and in doing so support jobs and skills for local citizens.

Secondly, in exercising municipal entrepreneurship, local councils can also bridge the gaps left by messy public policy issues. As the NHS struggles with the costs of rising obesity, East Riding of Yorkshire Council has invested in both the fabric and the people of its leisure services. Developing innovative working with GPs, CCGs and Public Health bodies through an intensive intervention programme it has reduced the numbers of bariatric surgery interventions saving costs to the NHS. Equally, Sevenoaks has addressed local business demands for commercial office space, acquiring assets which provide real financial returns for the council, while also supporting its economy through hotel development.

Thirdly, the path to New Municipalism is not the same for every council. Some councils, like Sevenoaks, have a long advanced path of commercialism, driven by an embedded leadership culture. Others may be about to start out on that journey. Approaches also differ, as do the visions underpinning change. In Dumfries and Galloway, its approach foregrounds how the generation of new forms of income will ultimately protect its frontline services. In Oxford, it advances a

collaborative approach to developing commercially based services, which is geared to ensuring it works with, not against, local businesses, offering local companies a reliable public sector provider. But, whatever the approach taken, our research suggests, as we argue above, that this emerging New Municipalism should always be ‘entrepreneurship with a purpose’, and that ‘purpose’ should be related to the local stewardship of place.

In short, New Municipalism is multifaceted. It should not be boxed into a narrow definition of simply generating new forms of income for hard-pressed councils. New Municipalism is as much about a cultural shift as it is about structures or processes. It is about addressing many agendas by using the local councils own unique knowledge of place. As one senior officer said it is about being ‘masters of our own destiny’.

• *Professor Steven Griggs is with Mo Baines, Neil Barnett, Dr. Stephen Hall, Professor David Howarth, and Paul O’Brien, the author of ‘New Municipalism’, a new research publication which is now available on the APSE website or to order from Wai Lee, wlee@apse.org.uk. For more information contact Mo Baines, mbaines@apse.org.uk*



Striking gold: redeveloping facilities for the public good

We spoke to Richard Shwe, Deputy Chief Executive (Commercial and Development) at St Albans City and District Council about generating a new income stream through redevelopment of leisure and cultural facilities.

A decade ago, St Albans City and District Council was faced with ageing leisure, sports and cultural facilities that were a drain on resources. They were costly to maintain, poorly-located and failing to meet residents' expectations.

In a radical move during a period of budget constraint, the Council decided to embark on a redevelopment programme. It has since invested in enhancing the facilities for the public good and in making them more commercially viable.

Over a four year period, it opened three new leisure and sports centres at a combined cost of £37m. These new facilities, two in St Albans and one to the south of the District in London Colney, are profitable and generating a significant annual income for the Council.

We have also just opened a £7.75m St Albans Museum + Gallery in a newly-renovated Georgian building in the City centre. By hosting exhibitions of national significance, weddings and conferences, the museum is expected to generate an income stream to offset running costs.

In addition, we are planning to develop a new £18.8m leisure and cultural hub to serve Harpenden and the surrounding area in the north of the District. Scheduled for completion in early 2021, this too is expected to provide additional income for the Council.

Financing these redevelopment projects was a challenge. Feasibility studies showed that investing in improved facilities would boost their commercial viability by making them more appealing to the growing local population. However, there was limited investment capital available and raising Council Tax to fund improvements was not an option with so many other priorities. We have therefore had to be creative in identifying new funding sources.



First, we focused on redeveloping the leisure and sports facilities. With national headlines about obesity and an ageing population, there was a desire and a strategic need to provide affordable leisure facilities for public health reasons.

Initially, we looked at using leisure developers to build and then operate new sports and leisure centres on our behalf. However, at the time they were reining back on new-build projects due to an uncertain economic environment that led to borrowing constraints. Also, our main flagship project, the £24.1m Westminster Lodge Leisure Centre, was too complex and large in scale for leisure developers to take on.

So, the Council decided to go it alone, financing and project managing the builds. Following a review of our leisure stock, we decided to close one facility and replace our other ageing buildings. This strategy resulted in annual revenue savings that were used to service repayments on prudential loans, taken out to help fund the new builds. The borrowings were made through the Public Works Loan Board at better interest rates than commercial developers would have paid. As a Council, we were also able to access a variety of funds, grants and resources unavailable to developers. For example, these have included s106 developer contributions; growth area funding and grants from Sport England and the Lawn Tennis Association.

By not being tied to a leisure developer, we were also able to control the cost of the builds and to dictate facility mixes to suit local demographics. We brought in a team of specialist contractors to design and build the facilities in line with the Council's own strategic brief focused around the needs of the community. Using a SCAPE construction framework process, we significantly reduced the time taken up with tendering.

Financing and building the new facilities directly has also given



Clockwise from top:
Westminster Lodge;
St Albans Museum +
Gallery; Batchwood
Sports Centre.

the Council the freedom to re-negotiate the terms under which they are managed. Prior to the redevelopment programme, we were paying leisure contractors to run facilities under outdated management contracts. Now, leisure operators pay the Council an annual management fee to operate each facility and a share of income linked to performance outcomes, such as gym memberships.

Building these new leisure and sports facilities has not been just about generating a new income stream. There are also public health benefits. Statistics show that 63.7 per cent of St Albans residents are achieving more than the recommended 150 minutes of activity per week, above the national average of 61 per cent.

Buoyed by the success of the leisure redevelopment programme, the Council then began to focus on finding funding to redevelop cultural facilities as well. The transformation of a grade II* listed old town hall into the new St Albans Museum + Gallery has been made possible due to Heritage Lottery funding. The Council also turned property developer to raise additional funding for the project, redeveloping the museum's former Victorian home into housing for sale at market rates. A similar development approach is now being taken to help fund a new cultural centre in Harpenden, with plans to turn the old public halls building into housing.

Once the Harpenden project is completed, the Council will have created four new sports and leisure centres, a new museum and gallery and a cultural centre in less than a decade. It will also have created a new £1m income stream to underpin Council revenues for the future. •

Timeline

2012 - £24.1m Westminster Lodge Leisure Centre, St Albans. Three pools, 180-station gym, four-court sports hall, spa, two dance studios, climbing wall and bistro.

2014 - £7.3m Batchwood Sports Centre, St Albans. Six indoor and three outdoor tennis courts, judo dojo, 48-station gym, squash courts, and strength and conditioning suite. A golf course and bowls facilities are also onsite.

2015 - £4.8m Cotlandswick Sports Centre, London Colney. A single-court sports hall, 60-station gym, exercise studio, and outdoor and indoor children's play areas. Nine synthetic turf pitches are also on site.

2018 - £7.75m St Albans Museum + Gallery. Galleries, assembly room, old courtroom and cells, learning studio, visitor information points, gift shop and café.

Early 2021 - £18.8m leisure and cultural hub, Harpenden. Leisure Centre: two pools, five-court sports hall, 160-station gym, steam room, sauna, crèche, and café. Arts centre: 500-seat theatre, three function rooms, exhibition space, bars and refreshment area.

Embedding civic enterprise

We spoke to Sean Flesher, Head of Parks and Countryside at Leeds City Council, about the Council's highly successful and innovative approach to embedding a culture of civic enterprise in their service.



Leeds City Council has one of the largest fully inclusive local authority Parks and Countryside services, managing almost 4,000 hectares of parks and green space. The service has faced real challenges with a net budget of around £14 million before 2010 and £6.3 million in 2018 - a reduction of 55%. Looking a little closer at this you will learn that total spend has remained fairly consistent at £28 million, and therefore the gap has largely been filled by raising income. This provides an important clue to what has been going on in Leeds, but does not tell the full story.

During this time the idea of civic enterprise was emerging. A commission chaired by the leader of Leeds City Council concluded that councils should become more enterprising, businesses and other partners more civic, and citizens more engaged. These principles have been embedded in council plans and policy. So what does this approach look like in practice? The easiest way to answer this is via some examples of enterprise, partnership and community engagement in Leeds.

First of all consider the Arnold and Marjorie Ziff Tropical World in the heart of Roundhay Park. In 2013 it was decided to develop an ambitious project to enhance visitor experience and improve financial performance. A £1.7m project commenced

that was funded via prudential borrowing and support from the Ziff Family Trust - a local benefactor. New aquariums were developed, a new crocodile enclosure created and a tropical house containing a waterfall feature refurbished with the addition of new species and revised entry charges. A new large retail entrance was added linked with a large conservatory café extension providing a welcome to visitors after their visit. The outcome has been impressive with visitors up 45% and overall turnover now over £2 million with net contribution an additional £913k.

The next example is Lotherton, an estate with hall, gardens, deer park and bird garden. A project commenced in 2016 to transform the bird garden to what is now Lotherton Wildlife World with £750k investment in a new penguin, flamingo enclosure and the addition of a new boardwalk entrance with large retail point with warty pigs roaming in a woodland setting. This was opened in March 2018, accompanied with new branding and an increase in adult entry. The Lotherton Christmas Experience is also now in its second season and includes a 12 days of Christmas interactive walk, an elf village and the option of a visit to Santa. The main benefit has been an increase in visitors over a normally quiet time from 9,000 to over 60,000 in the same four week period. The



overall impact is that income is up by 90% to over £1 million.

The final example of an enterprising approach is the Arium – the council's newly developed £6 million plant nursery which is state of the art with a glass area of over 19,000 m2. The Arium is, of course, a lot more than a production unit and includes an impressive café as well as retail area and children's play area. A marketing plan is in place attracting over 38,000 visits in the first 3 months and income from October 2017 to the end of March 2018 is projected at around £300k in comparison to sales from the previous nursery of under £50k.

Partnerships are an important means of utilising park assets to raise revenue. Food and drink concessions have seen income raised to £350k each year. Roundabout and floral feature sponsorship has been promoted to local businesses with revenue around £300k each year. A further growing area is events which has grown each year with £300k income in 2017. A conservatory extension was made to the café at Golden Acre Park due to a donation by a local window company doubling the indoor seating area. Go Ape are due to open for business at Temple Newsam Park later this year.

A marketing plan is in place attracting over 38,000 visits in the first 3 months and income from October 2017 to the end of March 2018 is projected at around £300k in comparison to sales from the previous nursery of under £50k.

Community engagement is vital. We established the Parks and Green Space Forum in 2012 with 117 members who represent the sector and deliver practical volunteering activities equivalent to 109 full-time staff each year. We launched the Leeds Parks Trust in 2017 to improve scope for charitable giving.

So what next? We don't plan to stop here. We want to develop Tropical World further by adding a jungle themed indoor play area, complete with 'jungle juice' bar. We have a rare breed farm attraction at Temple Newsam where we want to convert an old milking parlour to an indoor play area with adjacent. Plans are being developed to deliver further improvements at Lotherton and add

further species including lemur, servals and red panda.

So why do we do all this? We want to sustain and improve the quality of our parks. We measure all our community parks each year against the Green Flag standard and they have increased from 35% reaching the standard in 2010 to 67%. Embedding a culture of civic enterprise provides the means to support quality parks and green space. •



Top: The aquarium in the Arnold and Marjorie Ziff Tropical World in the heart of Roundhay Park
Above: The shop in Lotherton Wildlife World

Passivhaus: Exeter City Council leading by example

We spoke to Emma Osmundsen, Shadow Director (Development) and Client Lead (Build) at Exeter City Council, about Exeter's emergence as a world leader in sustainable developments.

60% of residents have not needed to switch on their heating since the passivhaus homes were occupied - whatever the weather!

Exeter City Council has been leading the way with its environmental property developments for 10 years now. The approach has been quiet but consistent, starting small and growing in ambition but reaching global recognition for adopting four stringent environmental factors that form the core of all the Council's developments, both commercial and residential. Exeter's efforts may have gone largely unnoticed in the UK but its achievements have been picked up globally with Exeter cited as one of the leading global sustainable developers providing advice and inspiration to North America, New Zealand, Canada and mainland Europe.

The interest derives from the fact that for the last decade all new Council buildings in the city are:

Very low energy – certified to the International Passivhaus Standard

Healthy – meet the German Building Biology (IBN 2015) Principles

Climate Ready – designed to be climate resilient to at least 2080

Integrated within a sustainable landscape – buildings are set within a permaculture integrated landscape.

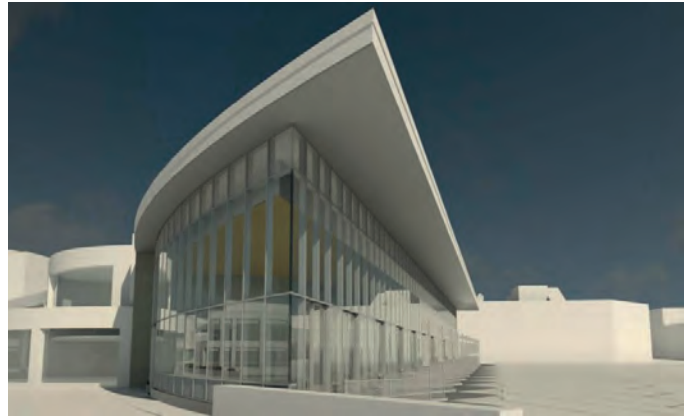
What does this all mean? In reality Exeter has council homes and a pipeline of council buildings, including a leisure centre and swimming pools, extra-care village and offices. These buildings are healthy for residents and occupants, comfortable regardless of the weather and extremely cost-effective to run (thereby helping to eradicate fuel poverty). From a Council perspective we have reduced operating and lifecycle building costs, happier and healthier tenants with reduced rent arrears and anti-social behaviour and exemplar buildings that are performing way beyond comparable building regulation compliant assets.

Exeter City Council is proud of its environmental credentials but more importantly they are driven by delivering best value. Built assets are invariably one of the most expensive investments councils need to make and by adopting a triple-bottom line approach to new developments, Exeter has proved that it can deliver developments that are truly environmentally, socially and financially sustainable.

Over the last decade the Council have developed 103 certified passivhaus homes, including the UK's first multi-residential passivhaus development in 2010. These have all been affordable homes meeting the City's ever increasing housing need. Of these homes, over 60% of residents have not needed to switch on their heating since the homes were occupied – whatever the weather! This has helped transform some households who can now afford a family holiday or extra curriculum activities for their children.

The healthy features of all the new developments mean that residents have reported measurable health improvements and continue to be surprised by the quality of their surroundings, not least good sleep as a consequence of the low electro-magnetic radiation in the homes and the exemplar air quality with a constant supply of fresh air. There is much excitement ahead of the delivery of the UK's first passivhaus leisure centre which also incorporates the Council's building biology approach. This will enable swimmers to experience fabulous water quality utilising ultra-filtration in place of chemicals.

As Exeter has the highest concentration of climate scientists in the world, being the home of the Met Office, it would be remiss of the Council not to incorporate all the latest climate change research in their new building design. Integrating climate scientists alongside the Design Team, Building Biologist



Clockwise from top: a multi-residential passivhaus development; CGI rendering of St Sidwell's Point; CGI rendering of Extra Care Village.

and Permaculture Landscape Designers, all new homes and civic buildings have been designed to be resilient to climate change to 2080 and beyond. This is achieved by modelling the building designs through a predicative Prometheus Weather File programme; enabling all new buildings to be comfortable for occupation and use day in day out for at least the next 60 years, irrespective of weather conditions.

Starting small and building confidence has been critical to scale up the Council's ambitions.

Typically for the UK this means mitigating against the risks of over-heating and the consequential future needs of installing air conditioning (and the resultant health

and energy costs of this). It also means designing resilience to withstand greater storm and rainwater downpour events.

Delivering exemplar buildings has been an evolutionary process for the City Council. Starting small and building confidence has been critical to scale up the Council's ambitions. The early developments were some of the first in the UK and came with a cost premium before the supply chain for building products and components evolved to what it is today in the UK. Project Teams have needed to skill up on how to cost effectively deliver to these stringent standards including engaging and training contractors and optimising procurement processes by establishing a specific contractors framework (open to all public bodies).

The journey to deliver exemplar buildings has been challenging, the Council has pushed beyond the boundaries of

expectation in the UK but the outcomes have exceeded our aspirations and set a new benchmark for what the City expects. The learning continues as the developments roll out and the scale of projects increases. This year the Council is embarking on its most ambitious programme with the formation of a new Council Owned Development Company, Exeter City Living, to upscale the pace of development and offer a wider tenure of exemplar homes including open market homes and market rent. It will also be commencing the construction of its new Leisure Centre, St Sidwell's Point and Extra Care Village, St Loyes, both of which will be UK firsts.

Exeter may have been undertaking a quiet revolution to set the bar of quality development but its time has come to speak up and challenge others to join their approach and make a difference. •



Delivering affordable homes in a changing world

Ensuring councils can meet local housing need

Kate Henderson, Chief Executive of the TCPA and Paul O'Brien, Chief Executive of the Association for Public Service Excellence (APSE) write about their latest housing research report.

APSE and the TCPA have once again joined forces to look at the scale of the housing challenges and opportunities faced by councils across the UK. Our latest report 'Delivering affordable homes in a changing world' is the fourth annual housing research collaboration between APSE and the TCPA and was launched in Parliament in May.

This study follows on from 'Housing the Nation' published in 2015, 'Homes for all' published in 2016, and 'Building homes, creating communities' published in 2017. Taken together the four reports track the scale and pace of change to housing and planning policy, and the implications of these changes for local authorities across the UK.

The latest report sets out 10 recommendations aimed at increasing the provision of high-quality social and affordable housing, tackling homelessness, and boosting our construction skills by unlocking the potential of local authority house building and partnership delivery.

This year's report draws on case studies ranging from Cornwall Council in the far south west of England to Highlands Council in Scotland alongside findings from an online survey, policy analysis and stakeholder roundtable.

In addition to providing an update on housing and planning policy this latest report includes new content – not in the previous three reports – on homelessness. In villages, towns and cities across the UK people are experiencing homelessness and as homelessness levels rise the issue has also risen up the political agenda. The causes of homelessness – statutory homelessness, rough sleeping and hidden homelessness – are complicated and are the result not just of the lack of social rented and affordable homes available, but also changes to welfare reform and rising rents.

One of the most shocking sets of statistics in the report is the rise in homelessness. Of the 124 councils across England that responded to the question: 'In the past 12 months have the statutory homelessness levels changed in your local authority area?' over 70% said it had increased, 18% didn't know and only one in ten councils said it had decreased.

Of the 124 councils across England that responded to the question: 'In the past 12 months have rough sleeping levels changed in your local authority area?' 57% said it had increased, 17% said it had decreased and 26% didn't know. While national policy and financial support for tackling homelessness is fundamental, local authorities are in the front line of providing accommodation and meeting local housing needs. Leeds City Council, a case study in the report, has targeted

funding to tackle homelessness in the city by providing new supported housing through bringing empty homes back into use. The Council's approach to renovating empty homes in a holistic and joined-up way is also a great example of how a local authority is helping people back into employment by providing additional training opportunities.

It is also important to note that this fourth report was written during a period of substantial planning reform. While undertaking the research the planning policy framework for England changed significantly with the publication of the draft revised National Planning Policy Framework (NPPF). The study directly responds to some of the proposed changes in the draft revised NPPF, particularly around the definition of affordable housing, with new tenures and products being constantly developed to address shortcomings in the system. Rather than taking a siloed approach to the provision of new housing – segregating it into social housing, affordable rent, co-housing and so on – we recognise that there is a need for consensus by all those working in the housing and planning industry, of the need for a range of tenures to meet the variety of need for new housing. As part of this, it should be recognised that some tenures such as socially rented homes require a very different business model to others, such as intermediate products.

“Of the 124 councils across England that responded to the question: 'In the past 12 months have the statutory homelessness levels changed in your local authority area?' over 70% said it had increased, 18% didn't know and only one in ten councils said it had decreased.”

The report specifically highlights that the draft revised NPPF does not include a meaningful definition of housing affordability. The definition set out in the glossary of the NPPF includes a wide range of intermediate housing 'products' which cannot reasonably be described as affordable. One of the 10 recommendations set out in the report is a new definition of affordable housing which would be based on a measure of income instead of being pegged to an arbitrary proportion of market price.

The consultation on the NPPF has now closed with a final version due for publication in the summer which means councils face yet further uncertainty on

the future of housing and planning policy. This uncertainty is not isolated to the issues of housing alone and we recognise that housing may only be one part of a wider public policy jigsaw, but it is nevertheless a vital one.

Without decent housing all of the other ambitions for a fairer society, where our communities have a decent place in which to raise their families, look after their elderly relatives and access cleaner, greener and smarter local places, with buoyant local economies, starts to fail. An investment in high quality social and affordable housing, alongside other forms of housing, is not only an investment in the infrastructure of place but in its culture, environment, community and economy. Wider society has never been more in need of investment in its fundamentals than now.

Local councils have a stewardship role in safeguarding local places. They are best placed to know the needs of the local area. Housing can be a powerful anchor that cements the ambitions of our local areas. We will not achieve our objectives unless we can be assured of policy coherence from central administrations. That means ensuring that councils are at the very heart of housing and planning policy, reinforcing their role as stewards of local place.

But above all, with 63% of councils describing their need for affordable housing as 'severe' and 35% describing it as 'moderate', this report calls on government to be ambitious in challenging the shortfall of housing for those in the most need in society. •



• You can view a digital copy of the research on the APSE website at www.apse.org.uk. Print copies are also available.

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Governing England: devolution and public services

Martin Rogers, Policy Advisor at the British Academy, investigates how devolution in England is working in practice and the impact its having on local authorities.

Most people will only really engage with devolution if and when they can see the impact it has on their lives. That finding motivated the British Academy to investigate devolution in practice. Among those we spoke to, we found a real desire to make a success of devolution but also a willingness to move beyond political structures to focus on what really matters: people working together.

The Governing England programme was initiated to investigate the governance and government of England. Mayoral combined authorities and the northern powerhouse have the potential to change how England is governed so we conducted eight roundtables from Newcastle to Bristol to, first, explore support for mayors and then look at specific services.

The work of our first year told us that few people at that point greatly cared about devolution. This was borne out by the low turnout rates in metro mayor elections - barely above 20% in Tees Valley. However, many of those we spoke to told us that people will engage if they can see the results. If people can see things going wrong they want to complain or to engage. If they have a political figure who they can engage with they are more likely to see the point of devolution. And if local council leaders no longer feel removed from decision making they may be able to deliver better services for their voters.

"If you go through Darlington on the train you see a national centre for biological research. Highways England didn't have a plan to put a road there, so the road isn't there, but I am the one that the public come to and say 'you didn't bother to build a road to it.'"

One council leader in the Tees Valley summed up the frustration felt by many towards decision making bodies that a West Midlands leader described as too distant: "London does not understand, it is too far away".

In our second year of the project, we looked at three issues: health and social

care, skills and infrastructure. We focused on health and social care in Manchester where many attendees supported devolution for practical reasons, largely because they felt that health services already vary so much that the NHS is national in name only. If services are better tailored to the places they serve it should improve services by allowing them to be flexible and joined up. We heard a doctor call for 'systems without walls' as patients do not recognise or care about the differences between services, providers or funding arrangements. This echoes the call from Public Health England to 'blur the boundaries' between health care institutions.

If central government politicians and officials are held ultimately responsible for service failure, they are likely to be less willing to devolve power.

Whoever gets the blame usually wants some control. If central government politicians and officials are held ultimately responsible for service failure, they are likely to be less willing to devolve power. Accountability is especially important for health because lives can be at stake. Addressing this tension between control and accountability could make or break devolution.

Secondly, we looked at skills because so many councillors we spoke to in our first year mentioned their desire for greater control over skills. All combined authorities have some control over skills and the Adult Education Budget is set to be devolved. In November 2017 the metro mayors and the Mayor of London issued a joint statement which stressed the importance of devolving powers over skills, training and apprenticeships. This is because the economy of London is different to the economy of Liverpool or the Tees Valley. What works in one may not work in the other. One employer told us they are so frustrated that "courses

out there aren't right for our staff" that they could set up an Academy to train their staff. It is not only a lack of skills that is a problem - a mismatch between available and demanded skills leads to poor productivity. Some in the North West are now regularly surveying employers to get an idea of the skills they need. But Further Education providers told us that one problem is poor schooling. And experience with technology and artificial intelligence have shown the need to look beyond basic skills to attitudes such as creativity and enthusiasm.

Our final area was infrastructure because it was another area that councillors had highlighted to us as one where decisions could be taken more locally. Employers are reporting that potential employees are demanding higher wages or declining jobs in certain areas due to the poor infrastructure. In the Midlands we heard that a lack of stability led to funding starting and stopping so that a stretch of road near Nottingham was started in the 1970s but only finished recently. England's patchwork governance has not delivered joined up decision-making.

Overall, we found a widespread desire to make devolution work. Making it work will mean taking time to try to resolve the tension around national standards and the 'postcode lottery' especially as areas retain more of the revenue they raise and the state redistributes less. But what matters is that the people within political structures work together. Some people have called for new regional structures to help coordinate services, but others ask 'if people can't work together within the current structures how will adding more help?'

All public services cross boundaries because people's lives cross boundaries. The success of devolution, as with public services, will be measured not by the purity of the boundary or the structure but by the desire of those within them to make it work. •



Dealing with our national home energy efficiency problem requires bold action, says Shadow Minister for Energy and Climate Change, Alan Whitehead MP

Making fuel poverty history

The woeful energy efficiency of Britain's housing stock is legendary. According to some measures the UK has among the least energy efficient housing stock in Europe. Homes here are built to low energy efficiency standards, older properties are frequently in poor repair and leaking heat, and we have a massive legacy of some 8.5 million solid wall properties with no cavities and hence not treatable with lower cost insulation techniques.

Because so many homes are hard to heat Britain has a problem of fuel poverty almost unknown in countries where homes are of a much higher basic standard. The worst homes are concentrated in the private rented sector, which means that the least able to pay are paying most for their heating.

Poorly insulated and damp homes add to health problems in the same group of people. And of course as far as Britain's contribution to

climate change action through emissions saving is concerned, we are as a country needlessly burning through vast amounts of fuel just to keep our leaky homes reasonably warm.

In order to deal with these multiple problems, it makes sense to tackle our national home energy efficiency problem head on - to retrofit those homes so that they are no longer repositories of fuel poverty, climate change laggards and additional burdens on our health services.

But how do you actually do this?

The government has recognised that we need to make such progress and has put forward as an aspiration that all properties should be band C by 2035. But, critically it offers only half the money to make this aspiration a reality.

So Labour has now committed itself to a plan that really would get us to the target of all homes band C by 2035, the UK's fourth and fifth carbon budget targets and targets for the elimination of fuel poverty.

Any progress made would have to include a proper proportion of work on those hard to treat homes, which may need external cladding, not just the less expensive and easier loft and cavity treatments.

During the course of the next Labour government, we want to ensure that no fewer than four million treatments are carried out. That number is important because a similar commitment for a second term government reaches the targets for the fifth carbon budget and in so doing effectively eliminates fuel poverty as a significant housing issue.

We are, as a country, needlessly burning through vast amounts of fuel just to keep our leaky homes reasonably warm

And we want to tackle those four million treatments by schemes of assistance on all fronts: interest free grants for low

income home owners as an infrastructure investment, interest free loans for those 'able to pay', owner occupied and rented sector properties, and direct payment for works to local authority and housing association properties.

But the particular innovation of this commitment lies in the means of delivery of the investment and grants.

Local authorities up and down the country would be tasked with taking the lead on achieving goals based on indicative targets for their local areas. They would be funded either directly, or indirectly through a grant and loan system to get the work done, able to deliver on a 'street by street, area by area' basis, thereby greatly increasing the number of homes able to benefit from energy efficiency measures. Local authorities will be the one stop shop, for all forms of improvement, and will through their local knowledge and planning, be able to target the areas needed to prioritise effectively.

That of course might be seen as a tough challenge for local government under its current restraints, but Labour would want to ensure that the funding is there to do the job properly. It would certainly not be the intention to 'assume' local funding for proportions of these targets, and nor would local authorities have to seek 'partnerships' with obligated energy companies to get going.

Labour would end the costly business of requiring energy companies to go round identifying recipients, but would not end energy companies' obligations to assist. We would want to maintain the level of funding from the energy companies tied up in the present ECO, but that instead would be a contribution from them to a local authority managed funding stream for the work.

We consider that to carry out this level of programme, including subsidising grants for low income occupiers, funds for direct work on energy efficiency, public sector properties underwriting, zero interest loans and a capital subsidy for landlords with low income tenants would, altogether (to get to the 2035 band C target) come to an investment, based on national infrastructure funding

arrangements, of approximately £32 billion on present prices.

An immediate commitment to treat four million homes, including a substantial hard to treat element over a five year period, and, frontloading support for low income housing would come to £11.5 billion, or £2.7 billion per annum. That figure would of course be offset, in the life of the first Labour government at least by the continued contribution of energy companies at £610 million per annum, or £3.2 billion over the lifetime of a parliament.

Not cheap, but serious economists looking at similar plans have reported that every £1 spent on these programmes represent £3.20 of GDP growth. This investment will return as reduced fuel bills, savings on fuel imports (bringing homes up to band C would reduce gas usage for heating in properties by 25%) increased productivity and savings on future carbon tax, not to mention lower costs and less winter pressure on the NHS through ending fuel poverty.

Local authorities will be the one stop shop for all forms of improvement and will, through their local knowledge and planning, be able to target the areas needed to prioritise effectively

Labour wants the kind of energy efficiency programme that has repeatedly been called for by so many involved in fuel poverty, home energy efficiency and climate change action, but more than pious aspiration we will commit the funds and methods to make it a reality. Above all we want to see local authority delivery, backed by those funds and methods at the forefront of the campaign. That's a challenge I'm sure will be risen to and relished by all involved in local government. •

High marks in the Highlands

Announcing the winners of the Striving for Excellence Awards 2018

APSE Scotland is delighted to announce the winners of the Striving for Excellence Awards.

These awards, designed to recognise successful local government neighbourhood services, celebrate innovation in service design and delivery in the areas of Waste and Recycling Services, Fleet Services and Grounds Maintenance, and Parks and Streetscene Services.

As host of the Awards, APSE Chief Executive Paul O'Brien said, 'I am thrilled to see so many local authorities ensuring that

their services benefit from innovative ideas and best practice. The award ceremony was a fitting end to an excellent seminar. Despite operating in a climate of growing uncertainty, the Striving for Excellence Awards prove that Scottish councils continue to provide a first-class service for their communities."

The winners were announced at the APSE Scotland Fleet, Waste and Grounds seminar 2018 on Thursday 17 May.

Congratulations to this year's finalists and winners!

Waste & Recycling Category (sponsored by Dennis Eagle and Terberg Matec)



Gold Award
East Renfrewshire Council

Silver Award
East Renfrewshire Council
Perth & Kinross Council
Scottish Borders Council

Bronze Award
Dundee City Council

Fleet Category (sponsored by Geesinknorba)



Gold Award
Fife Council

Silver Award
Aberdeen City Council
East Lothian Council
Fife Council

Bronze Award
Dumfries and Galloway Council

Parks, Grounds and Streets Category (sponsored by Romaquip)



Gold Award
East Lothian Council

Silver Award
East Lothian Council
East Renfrewshire Council
Fife Council

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Consultancy

APSE's consultants have a strong track record in delivering effective solutions that reduce costs and improve performance for council services across the UK. Our team of experts combine a unique understanding of direct local authority service provision with the application of latest management techniques. Our consultancy procedure includes a diagnostics review, followed by an options appraisal and practicable recommendations. The consultancy is enhanced by our ability to draw upon the association's policy knowledge, training capabilities and performance networks data, something which is unique to APSE.

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APSE's place at the forefront of thinking on income generation gives our solutions team an excellent understanding of commercial opportunities, and of legislative and practical aspects of trading and charging. Our experts conduct regular workshops, coaching and service reviews to identify any possibilities for income generation.

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APSE Solution's interim management service draws upon decades of experience, ensuring that we offer local authorities a safe pair of hands during sensitive times of transition, manager absence, or when a special skill-set is required.

APSE interim managers are highly qualified, and are experts in their field. As a result, they will be able to step into an appropriate role immediately. An interim manager will become embedded within the council or organisation, working as part of the management team for a set period of time, usually between three to twelve months. Our interim managers can provide a fresh perspective, implement effective strategies on-site and mentor existing staff.

Demand Management

APSE has pioneered demand management approaches in response to financial pressures facing local authorities.



This is the second time that APSE have provided an interim management solution in my area and I would just like to say that the quality of interim provided on both occasions has excellent.

Wirral Metropolitan Borough Council



The consultant went above and beyond, would be happy to work with them again.

Stoke-on-Trent City Council



We found the consultants very experienced, knowledgeable and helpful. Very easy to work with and came up with a wide range of solutions.

West Lindsey District Council



Responded exceptionally well to our requirements, they are obviously very experienced and have provided the outcomes that we were hoping for.

Sheffield City Council



To find out how APSE Solutions can help you, contact: solutions@apse.org.uk

Johnston proudly presents its brand new C202 Compact sweeper – its best yet...

Following hard on the heels of an extensive technical makeover in 2017, Johnston Sweepers has now relaunched its award-winning Compact sweeper with a completely new marque, the Johnston C202.

The new machine replaces the C201, and introduces a host of new features for enhanced performance and ride comfort, together with reduced running costs and lower impact on the environment – including the facility to run the machine on HVO (Hydrotreated Vegetable Oil) fuel.

The C202 has been designed as part of Johnston's on-going product development programme, based on the premise of We Listen, We Engineer, We Deliver - acting on feedback and suggestions from customers and bringing the machines right up to date with all the latest technology and advances in environmental impact.

Available as before in two models – the CN202, with up to 40 km/h transit speed, and the CX202, which travels up to 50 km/h – the new sweeper has all-new brakes, tyres, axle and latest Euro 6C low emissions engine, as well as an array of recently-introduced sweep system and cab upgrades.

In line with Johnston's commitment to lowering emissions, the new C202 is fitted with the very latest stage low-emissions Euro 6C engine as standard, helping authorities to meet their environmental and air quality targets. There is also a Stage 5 optional alternative engine available.

New axle delivers stability and manoeuvrability

In response to customer feedback, there is also a new wider front axle which improves stability and handling, while retaining all of the famous exceptional manoeuvrability and flexibility of the Johnston Compact. The machine is renowned for being able to turn on a sixpence – invaluable for city centre and residential street sweeping where space is tight – and the manoeuvrability on the new C202 continues this heritage.

Also new to the C202 are tubeless Continental tyres all-round, again introduced following customer recommendation. The new tubeless tyres have the same heavy-duty properties but deflate slowly in the event of a puncture, allowing the tyre to be repaired to save money. As part of Johnston's extensive evaluation of the very best tyres on the market, the C202's tyres have also been chosen for their durability during sweeping, allowing the machine to mount kerbs and to cope with the rigours of sweeping in a variety of surfaces and terrains.

Cool new cab and improved hydraulic hose system

The new C202 additionally benefits from a raft of recently-introduced technical and aesthetic upgrades, including a roomy new cab which includes more space under the floor to accommodate the new hydraulic hose system. New improved routing allowed for the introduction of steel and flexi combination hoses with stauff clamps to secure them in place for significantly improved reliability, eliminating all cable ties while also re-routing to prevent hoses rubbing together.



While designing the new hose system Johnston took the opportunity to introduce many more technical upgrades and customer-driven design changes, including a new removable glass floor and grille in the cab for ease of access for cleaning and increased visibility. The grille now comes out with thumbnail screws, and there is also a new integral non-slip floor mat which covers the seat box as well as floor area, giving good visibility around the glass - and which looks pretty cool too!

The all-new cab also includes extra-long red webbing seat belts which meet the latest ECE Regulation 16 restraint regulations.

SmartLink™ fitted as standard

And, in line with all new machines manufactured by Johnston, the latest C202 Compact is also fitted with Johnston's SmartLink™ innovative vehicle tracking and management system, helping customers to save money and manage their sweeper fleets more efficiently, and providing an invaluable tool for Johnston's after-sales team as an aid for getting customers' machines repaired and back out working more quickly than ever.

Each sweeper broadcasts a wide range of tracking, performance, service and diagnostic smart-data to track sweepers via Google Maps, as well as reviewing KPIs such as where and how a machine has been used, fuel consumption, engine rpm and hours worked – all with widget based dashboard functionality. This information is packaged and made available to customers via two subscription-based telematic products branded 'Track Pack' and 'Performance Pack'.

Johnston Compact sweepers are now operating in most of the major cities throughout the UK, including Manchester, London, Glasgow, Birmingham, Liverpool, Edinburgh, Cardiff, Leeds, Aberdeen and Belfast and Dublin, the small turning circle, front facing brushes and clean air technology perfectly suited for city sweeping on narrow streets and busy pavements.

The latest Johnston C202 is now on sale in the UK immediately, so book your demonstration soon!

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- Fire statistics
- Environmental impact



Improving recycling rates by getting recycling right

Wayne Priestley, APSE Principal Advisor for Refuse Collection and Recycling, takes a look at the progress being made by local authorities across the UK in improving recycling rates, as well as the various obstacles impeding this

In early 2018, the government produced its long-awaited 25 year Environment plan. In it the Environment Secretary announced his ambition to transform the UK into the “leading global champion of a greener, healthier, more sustainable future for the next generation.” Amongst other things, the success of the plan relies heavily on reducing the use of plastics that contribute to pollution and taking broader steps to encourage recycling.

In recent years, local authorities across the UK have made considerable progress in reducing the amount of waste sent to landfill. Since 2010 waste sent to landfill has dropped from an average of 236 kilos per resident to just 100 kilos in 2017.

Despite significant progress in this area, councils are now being confronted with a new problem - the problem of rising contamination levels. Although the total amount we're recycling has only gone up marginally over the past four years, the amount of waste being rejected for recycling has risen by 84% in that time - mainly because we're putting the wrong stuff in the wrong bins. Inevitably, this has an adverse impact on the environment as ejected waste is incinerated or dumped in landfill.

Waste processors determine what an acceptable level of contamination is; councils often have little control over waste processors rejecting waste.

Two items in particular – black food trays and coffee cups – are causing a headache for local authorities.

At present black plastic packaging – usually in the form of ready meal trays – is coloured using carbon black pigments, which do not enable the pack to be sorted by the existing optical sorting systems used widely in plastics recycling as the black pigment reflects little or no light.

In some areas waste processors can recycle black plastic – it is about clear local guidance. However funding for recycling campaigns has been reduced as a result of austerity budgets. Council neighbourhood services – which includes waste and recycling services – have seen cuts of £3.1bn since 2010.

Though disposable coffee cups are made largely of paper, they are also lined with plastic polyethylene, which is tightly bonded to the paper making the cups waterproof and therefore able to contain liquid. In addition, the difficulty of recycling coffee cups is increased by the fact they are contaminated with drink. This

means cups cannot be recycled at standard recycling plants, and must instead be taken to special facilities – only three of which exist in the UK.

Compounding the problem of rising contamination levels is the fact that recyclable items councils collect are not of the same value they once were. For example, wine bottles are lighter so it is cheaper for foreign exporters to ship them to the UK – but that means councils can collect more bottles but receive less in value terms. The same can be said for paper and card board.

With more items being rejected by waste processors, and recyclates not generating the money for councils they once did, local authorities are having to adopt innovative new measures and campaigns aimed at reinforcing good recycling practice among residents.

When we asked our members about effective recycling campaign tactics, we were told of the importance of: clear information leaflets and use of iconography on bins / bin collection calendars, information on council website, organisations like WRAP, schools based campaigns, door knocks, local press campaigns and working with the local retail sector

Our members also stressed the importance of limiting waste in the first place – spaghetti measures, rice measure, success of reusable bags rather than 5p plastic bags, freezing left-overs, reusable drinks containers.

We know anecdotally from our member councils that if they stop these campaigns, two things will happen: they are more likely to see recycling levels drop and more likely to see contamination levels rise.

Having spoken of the progress being made in recycling, it is important to acknowledge that success has been uneven across the UK. For example, the total waste collected that is sent for recycling in Wales averages 55%, compared to 41% in England and 39% in Scotland.

A key reason as to why Wales is enjoying better averages than England and Scotland can be explained by the fact the Welsh Government has invested a significant amount of money and energy into improving recycling rates. The Welsh Government has awarded around £5million in grants to local authorities to encourage recycling campaigns and has given mandatory targets to councils with accompanying fines if they are not met. Unlike Wales' carrot and stick combination, Westminster has opted mainly for a stick approach; opting for a landfill tax as opposed to the grants provided to Welsh authorities.

Considering the UK as a whole, many authorities are attempting to change residents behaviour by moving to three weekly collections. The reasoning being that if your residual waste is collected less frequently you have to comply with the recycling or your bin will be too full. It is basic behaviour change but it is working in places like Bury, Rochdale and Fife.

Some councils are also reducing the size of their residual bins so residents know that they have less room for waste that they are not recycling. Again, it forces – very gently – a different pattern of behaviour and encourages recycling.

Looking ahead, some councils are now considering underground bins and European-style centralised recycling

points. The measures can help prevent contamination through reward schemes. They also prevent domestic 'bin overload' which can seriously hinder recycling efforts.

When the 25 year Environment plan was published in January, the vow by the Environment Secretary to eliminate plastic waste dominated the headlines. Though we welcome the announcement, we caution that if the rhetoric is to translate into action, more resources need to be made available to local government.

Furthermore, as councils are left to pick up the bill for non-recyclable waste and are increasingly forced to employ costlier methods of waste disposal, APSE is calling for greater regulation on waste producers; ensuring the environmental impact of products is factored into the manufacturing or retail processes. Where regulation includes new taxation, any monetary benefits should be made available to local councils to improve local environmental quality. This includes a shift away from shipping large volumes of poor quality recyclates to Europe and China - thereby commoditising the irresponsible behaviour of manufacturers - to developing green waste processing plants here in the UK.

We have made enormous strides since the dark days of being labelled the "dirty man of Europe" but there is still plenty of work to do if we are to ensure the next generation inherit a greener and healthier country.

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