

# Bringing order to chaos



**How local government can ensure good governance in a messy public service landscape**

**ParksHerts**

Hertfordshire's new parks web project

**p18**

**Taking the high road to Aviemore**

APSE Scotland Fleet, Waste and Grounds Seminar 2018

**p14**

**School holiday meal provision**

Lindsay Graham

**p8**



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# Editorial



Paul O'Brien  
Chief Executive,  
APSE

## Order, Order!

Over a number of decades the UK public policy mantra has been that of New Public Management and with this a plethora of outsourcing initiatives, partnerships and quasi-public arrangements have become common-place. But these varying arrangements are not without difficulty. The traditional lines of accountability between locally elected councillors and their constituents has been blurred by measuring contract performance rather than being able to redirect a service should local circumstances change. Similarly, we see an expectation that public services, particularly our local public services, should be responsive and accessible to local people – but often we find that actually the direct relationship to the local council is at best vague and at worst non-existent.

Tragedies like Grenfell Tower serve as a painful reminder of the fragility of local accountability. Councils will still be held to account even where they may not be the direct provider of local public services; in other words the public expect to be able to hold someone to account and are not persuaded by arguments that other providers are somehow out of scope when it comes to accountability. That is why, alongside the research team led by Professor Colin Copus at De Montfort University, we decided to explore ways in which

this chaotic network of public service providers, often sitting outside the direct control of the local council could be held to account; and in doing so we found we were not alone with our concerns.

Many councillors at our roundtable events felt that there could be a much more vigorous role for backbench councillors to develop increased scrutiny over both local authority contracts and other public agencies who, in delivering other public services, can have both a positive or a negative effect on outcomes for local people. Perhaps most importantly we have called for a properly resourced local public accounts committee with powers vested at a local level to allow local councils to hold other agencies to account.

There is a strong coordination role for the local council who is uniquely placed to understand the local areas. From meeting housing need to deprivation and ill-health, a local public accounts committee could be a powerful resource to ensure that the chaotic networks of partnerships, contracts and agency all row in the right direction, steering everyone towards better outcomes for local people; bringing much needed accountability to chaos. You can read more about our research on pages 12 -13.

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# Report Back

A round up of APSE advocacy and events



*Cllr Giles McNeill, Secretary of State for Housing, Communities and Local Government Sajid Javid MP and APSE Principal Advisor Rob Bailey at the CCA*

## Conservative Councillors' Association Conference

APSE attended the CCA Conference in Warwickshire, holding a packed fringe event on assets and investments. APSE Head of Communications and Coordination Mo Baines was also part of a panel on local government finance alongside former Minister for Local Government Marcus Jones MP and Cllr Mark Hawthorne MBE. The CCA annual dinner was attended by Sajid Javid MP, Secretary of State for Housing, Communities and Local Government and was addressed by Defence Secretary Gavin Williamson MP.

## Transformation Tools

Our delegates braved the "Beast from the East" to attend the APSE Insource Seminar in Hackney on 1 March. As more authorities consider bringing their services back in-house, the day was an ideal opportunity for anyone involved in making recommendations for service delivery to assess new delivery models. The seminar looked at case studies of three Councils who have insourced aspects of their service provision.

## Housing insights from the roundtable

Amidst Arctic conditions APSE and the Town and Country Planning Association held an expert roundtable on 27 February to discuss healthy planning and social infrastructure-led developments. A fourth housing research report by the TCPA and APSE is due to be launched in Parliament on 10 May. The report will focus on the issue of affordable housing and viability testing.

## Championing accountability

On 26 February, APSE launched its new research publication, "Bringing Order to Chaos: How does local government hold to account agencies delivering public services?" The publication, written and researched by the Local Governance

Research Unit at De Montfort University, explores how public services, and the decisions made about them by unelected bodies, can be held to account by local government as an elected governing body. You can learn more about the research, its findings and recommendations by reading the article on page 14.

## APSE data in the National Litter Strategy Dashboard

APSE is delighted to announce Defra's newly published "litter dashboard" will be using data collected from APSE's performance networks service. The dashboard explains the government's approach to understanding the extent of litter and littering in England; helping to form a baseline to determine future policy development. APSE is a member of Defra's Data and Monitoring Working Group and, in addition to its involvement with the recently published litter dashboard, APSE will be meeting with Defra in the next few weeks to discuss the use of APSE's Land Audit Management system (LAMS) in future dashboards. On the topic of recycling, APSE Chief Executive Paul O'Brien appeared on BBC Radio 4's You and Yours to discuss the progress being made by UK local authorities in improving recycling rates. Recorded on 20 April, the interview has since been uploaded to the APSE YouTube channel.

## Making the most of energy

APSE Energy ran its fourth annual BIG Energy Summit on 8-9 March in Kenilworth, Warwickshire. There was a capacity turnout of over 100 delegates, representing many UK local authorities. Delegates included senior decision makers with responsibility for renewable energy projects, investment plans, sustainability, energy management, energy efficiency, assets and property, climate change, service delivery models and policy development, as well as senior councillor portfolio holders for environmental issues. The event was addressed by Alan Whitehead MP, Shadow Minister for Energy and Climate Change.

## The state of parks

APSE launched its 2018 Parks State of the Market at the APSE Parks and Greenspace Seminar on 15 March. The online survey, of which 134 responses were received from local authorities across the UK, revealed that 85% of cash-strapped councils expect to cut parks and green spaces funding. APSE was delighted to see the survey feature in a Guardian article thereby drawing significant national attention to the survey's findings. On 11 April, Paul O'Brien represented APSE at the MHCLG Parks Action Group; chairing the Knowledge and

Skills Working Group and contributing to other working groups. Head of Coordination and Communication Mo Baines was also interviewed on BBC Radio 4's You and Yours to discuss the report. The interview has since been uploaded to the APSE YouTube channel.

## Meeting the energy challenge

March and April saw the launch of two new APSE Energy publications. "Energy across the authority: How local authorities are using assets to develop the energy agenda" looks at a small sample of the many and varied projects involving local authorities that aim to tackle the serious issues raised by the energy agenda in their localities. This publication is free to download from the APSE website. You can read about our other publication, "ECO funding for local authorities: A simple guide to the Government's ECO scheme", in more detail on page 13.

## Delivering better bereavement services

The APSE Cemeteries and Crematorium Seminar 2018 took place in Coventry on 19 April. The focus of this Seminar was on delivering the 3 E's - empathy, excellence and efficiency. A packed seminar heard from a range of speakers exploring topics as diverse as groundwater protection in cemeteries to alternative methods of body disposition. APSE Chief Executive Paul O'Brien was also at hand to deliver the results of the APSE Cemeteries and Crematoriums State of the Market 2018. The report is now free to download from the APSE website.

## Scotland

### Scottish Labour

APSE Scotland hosted a fringe event - "Scottish local government finance - are we at a cliff edge?" - during the course of the Scottish Labour Conference 2018 held in Dundee. Speakers at the fringe event were Monica Lennon MSP, Shadow Cabinet Secretary for Communities, Social Security and Equalities, Cllr Alison Evison, President of CoSLA and Cllr Judy Hamilton, Fife Council. It was chaired by APSE National Chair Cllr Archie Dryburgh, Dumfries and Galloway Council.



Cllr Alison Evison, Monica Lennon MSP, Cllr Judy Hamilton and Cllr Archie Dryburgh at the Scottish Labour Conference 2018



Leanne Wood AM and APSE Principal Advisor Rob Bailey at the Plaid Cymru Conference 2018

## Wales

### Plaid Cymru

APSE Principal Advisor Rob Bailey attended the Plaid Cymru Spring Conference in Llangollen from 23 -24 March. Rob hosted the APSE exhibition stand during the event and was able to discuss local government related topics with a variety of Plaid MPs, AMs and councillors. Rob also met with keynote speaker and Plaid Cymru Leader, Leanne Wood.

## Northern Ireland

### Future Forum

There was a great turnout for the APSE Northern Ireland event 'Making the Most of Community Planning: Community Engagement, Community Assets and Local Economic Success'. APSE Associate Maxine Moar explained to delegates how they can build goodwill and trust so as to ensure effective community engagement. Speakers also discussed the importance of including digital strategies in their community planning. The APSE Northern Ireland Board also met on the 7 March to debate issues of devolving power to Northern Ireland councils with guest speakers Derek McCallen of NILGA and Mo Baines of APSE.



Delegates from the APSE Northern Ireland future forum

# Point of view



## Strengthening the visitor economy

Cllr Peter Golds CBE  
Deputy Chair,  
Culture Tourism and  
Sports Board, Local  
Government Association

Local Government is always at the frontline of public service. In the aftermath of the financial crisis, councils will by 2020 have lost 75p in the pound by way of central funding. This is an enormous hit and Councillor Lord Porter, Chairman of the Local Government Association, has said that "local authorities will be diverting ever dwindling resources to try and plug the growing funding gaps in adult social care, children's services and homelessness support."

I have served on the Local Government Association's Culture Tourism and Sports Board for several years and in the current municipal year am Deputy Chair. Our cross-party Board has worked hard to ensure that our portfolio is not a backwater. Local government will neither disappear or simply become a care service and we wish to be in the frontline of civic renewal.

Councillors from all parties across the country are working to establish new models to deliver their services. The government plans to increase the percentage of business rates retained by local authorities from 50% to 75%. This will not solve the financial challenges that we face, but it gives members and officers an opportunity for work on non-statutory services.

Tourism is now one of the nation's most important industries. We need to treat it as an industry as happens in other European nations. Christmas Markets alone bring some 6 billion Euros to the German economy. This does not happen by accident. In parts of Germany there were few, if any Christmas markets between 1933-1990. Last year I visited the tourism department of a German state. It was geared to work at all levels of local, regional and national government to promote tourism as a vital local industry. We in Britain need to follow that template.

For many visitors, this country is London – Windsor and then a diversion to Stonehenge or Stratford upon Avon. We have so much to offer visitors across our whole nation. As well as tourist venues, we have many of the finest sports stadia in the world as well as the many local events and festivals that make the British Isles so enduringly interesting.

I hope that the new City and Region Mayors will follow the example of their continental neighbours and bring the development of culture and tourism into their portfolios.

I began by outlining the problems we in local government face. The visitor economy is one way that the yield from the business rate could be increased for hard pressed local authorities. •

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We look forward to  
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Aviemore

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# A first-class service for family and friends

We spoke to Stephanie Warne, Strategic Projects Business Officer at South Tyneside Council, about their pioneering building cleaning service.

Like all local authorities across the UK, South Tyneside Council has been subject to significant reductions in government funding and the associated challenges that this brings. However, instead of deciding to cut services (as many have), we have taken the ambitious decision to expand, market and sell a variety of our services, with the aim of generating income to help fund the budget gap.

One particular team that has driven significant improvements and diversified over recent years is our Building Cleaning Team. The team have extensive experience in cleaning an array of building types including offices, schools, leisure facilities and a range of social housing. Through engagement with our staff we sought additional opportunities which, in summer 2016, led to the creation of "Family & Friends", a domestic cleaning service for council officers, members and their family and friends to take advantage of.

The creation of the Family & Friends initiative would simply not have been possible without introducing major change throughout the team. Indeed, around three years ago, we undertook a thorough and detailed review of the service, covering everything from staff, equipment, budgets and much more. These areas formed the basis of our modernisation and improvement plan and key actions were put in place to tackle each of them.

In relation to staffing, we were experiencing major productivity issues, specifically regarding long term sickness and staff wishing to take voluntary redundancy. Introducing a new mobile working model, we allowed staff to leave, which had a significant positive impact on our sickness levels. We also carried out a restructure of our management team to ensure the correct levels of supervision throughout the service. Secondly, we updated our cleaning equipment to reduce breakdowns and invested in new cleaning materials. This not only made cleaning easier, but also reduced our impact on the environment. Finally we ensured much better budgetary control, specifically in relation

to staffing, materials and implementing a consistent pricing strategy across all of our buildings.

Following the implementation of these improvements and as a result our increased capacity to take on additional work, we were extremely confident in our ability to deliver improved services and take on new challenges, such as the Family & Friends initiative.

We made full use of the Council's reputation as a local, trusted and reliable organisation and built the Family & Friends brand to complement this. Indeed, we worked closely with our Design Team to develop this brand and ensured we had a professional look and feel to all of our communications.

We then advertised through a number of channels including, posters, leaflets and all-staff emails. We utilised digital screens located in civic buildings, held drop-in sessions to tell people more about the service and developed an intranet page which included a full pricing schedule, an enquiry form and a list of frequently asked questions.

The range of services we deliver include the cleaning of ovens, fridges, carpets, upholstery, windows and many more, as well as general domestic cleaning. We ensure our prices are competitive and in-line with that of the private sector, ensuring we take into account things like the Living Wage, which can be offset by our purchasing power in relation to products and equipment.

Take-up of the service has been absolutely fantastic. As well as many one-off jobs, we have numerous regular clients who have signed up to weekly or fortnightly cleans. To date, we have completed over 500 domestic Family & Friends jobs and we have received a host of excellent feedback from our customers, some of which are shown below:

"they are a credit to your team and please pass on my very grateful thanks"

"they've worked amazingly hard to achieve a fabulous result"

"the service was fantastic, she got more done than I'd expected"

We are thrilled with the success of the Family & Friends initiative as it has allowed us to secure jobs, give something back to Council staff, whilst also generating additional income to address our budget challenges.

So, what is next for the Building Cleaning Team? On the back of this success, we are aiming to further expand and offer domestic cleaning to potentially every household within the Borough.

Additionally, through the work that we have done across the wider Asset Management service, in which the building cleaning team sits, we have developed a fantastic database of external contacts. We are currently liaising with these organisations to identify areas where we can provide our services across the region. However, this doesn't stop at just cleaning; we will also look to promote, market and sell the wide range of other Asset Management Services that we provide, all of which can be found at [www.southtyneside.gov.uk/assetmanagement](http://www.southtyneside.gov.uk/assetmanagement).

We feel the opportunities are endless when it comes to how far we can take the service and we will continue looking for ways to expand, diversify and commercialise not only cleaning, but the whole of Asset Management Services.



• For more information please contact Stephanie Warne at [stephanie.warne@southtyneside.gov.uk](mailto:stephanie.warne@southtyneside.gov.uk) or call 0191 424 7051

# Food for thought: School holiday meal provision

We spoke to Lindsay Graham, child food poverty policy advisor, about the steps being made to provide food to children from low income families during the school holidays

Summer 2018 is approaching fast. You may already be planning your holiday destination. Let's hope you get good weather for your break. I would ask you to just think for a moment about our low income families here in the U.K. For them, holidays are a major financial stress point in the year. School summer holiday periods across the UK vary in duration between 6 to 8 weeks and that's a long time to find extra budget for food, fuel, clothing, childcare and activities for school age children. In fact, all school holiday breaks can be a tough time for our young people when they don't access their daily, hot, free school meal.

This issue which is commonly termed as 'Holiday Hunger' is a historical policy gap area. It affects all four UK regions and, according to early research, we know that for children reliant on free school meals holidays are a time of uncertainty, hunger and social isolation. In 2015, APSE did the first ever UK survey into the issue with its membership. At the time, 71% of respondents said that holiday hunger was an issue for their council.

Fast forward two years to 2017 and a snapshot mapping by Northumbria University identified some 593 projects around the UK involved in some sort of holiday provision. 111 of those projects were local authority led; with the majority of projects starting in

2016/17 and focusing mainly on primary school aged children. Only 38 of the clubs responding did not offer food. Food provision had previously been researched as the main priority for those running the clubs. Play, child care, social activities and enrichment opportunities for child and families were also identified as service needs within the clubs.

The awareness of hungry UK children and the underlying causes of it have become much more apparent in the last 5 years. Zero hour contracts, benefit sanctions, homelessness, ill health and unemployment are all causal factors in families struggling to decide which bill they will pay before they decide what food to buy. Holiday hunger is a symptom of child poverty and while many programmes have sprung up in response to manage the local crisis points, it is the upstream measures that are needed in policy that will truly make a difference to the next generation, such as better paid jobs, smoother welfare access, decent housing and early intervention pathways to services. All of which require investment and longer term planning.

Children don't stop being hungry while the upstream measures are being slugged out. That is why it was pleasing to see the School Holidays (Meals and Activities) Bill brought forward by Frank Field MP getting its second reading in January this year. Though still to be debated further, the parliamentary Bill, supported by 133 MPs, brought about a Department of Education announcement of pilots and research starting this summer and running over summer 2019. More details on this will be released soon.

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**“In 2015, APSE did the first ever UK survey into the issue with its membership. At the time 71% of respondents said that holiday hunger was an issue for their council.”**

Also, there are now 8 universities in the UK conducting research into aspects of holiday meal and activity provision. The Welsh Assembly is investing £1.5million in its Food and Fun programme led by local authorities and school meal services in partnership with sports, health and education agencies. The housing sector has championed some amazing holiday projects that provide respite and support for some of our communities most vulnerable families. The community groups also continue to work tirelessly on shoestring budgets providing food and care throughout the school holidays.



Elsewhere in the UK, the Scottish Government announced an extra £1 million addition to its Fair Food Fund over the next two years that would have a focus on new activity to support children facing food insecurity, particularly during school holidays. Details of how the fund will work have yet to be released. In North Lanarkshire, councils have approved plans to provide free meals for children in low income households every day of the year.

Meanwhile in England, The DfE are set to announce £2 million for 'Holiday Activities and Food Provision' – there is no minimum or upper limit but grants will not be awarded under £250k. The grants which would come from the DfE 'Holiday Activities and Food Research fund' are looking for established projects with a track record of delivery. There will be a new fund announced for Easter and Summer 2019.

Holiday provision programmes that include food take time, effort and

planning. It is essential that policies, venues, partnerships, staff training, marketing and resources are all in place before projects begin. Some forward thinking, training and planning can save resources in the long run.

Having visited projects in the UK and USA I see families whose lives are transformed by the simple provision of a decent meal, a warm welcome, a signpost to support and a chance to connect with a community in a safe environment. That often is all that is needed to help turn a corner in life's daily trudge.

It is the research into this issue that fills me and others with optimism. We are seeing families, less isolated, food secure, engaged, learning new skills and most importantly positive impacts on learning loss for children attending projects. We will never fully eradicate child poverty or hunger but we can halt the rise of both issues by changing the way we work

in our communities. Holiday provision projects offer a window of opportunity to engage with our communities and promote public services in a new light. John F Kennedy said 'Children are the living messages that we send to a time we will not see'. That's something worth remembering.

• In conjunction with Lindsay, APSE will be running the "Kitchen Social - Awareness Sessions for Local Authorities" training course focusing on the issue of holiday hunger. Upcoming dates include:

- 21 May 2018 Oxford
- 25 May 2018 Bristol
- 29 May 2018 Manchester

For details about the course, please visit the training hub on the APSE website, or alternatively contact Jan Kennedy on [Jkennedy@apse.org.uk](mailto:Jkennedy@apse.org.uk)

## 2018 Dates for your diary

16 -18 May	<b>APSE Scotland Fleet, Waste and Grounds Seminar 2018, Aviemore</b>
8 June	<b>APSE Solutions Market Engagement Event: Underground Refuse Systems</b>
14 June	<b>APSE Transport Seminar 2018, Coventry</b>
12 - 13 September	<b>APSE Annual Seminar 2018, Edinburgh</b>

For more information, visit our website at [www.apse.org.uk](http://www.apse.org.uk) or call 0161 772 1810

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The Government launched the Energy Companies Obligation (ECO) in 2013 - a national initiative that requires major Energy Companies to fund heating and insulation improvements in homes throughout Great Britain.

The scheme has evolved. So are local authorities making the best use of this Government-backed scheme and using it to their advantage, delivering real benefits to their citizens?

Like most Government policy, ECO is complicated. Especially if you are not directly involved in the energy efficiency industry. The complexity of the rules and the changing terms and conditions is one of the main reasons why many councils still need to consider ECO as an accessible funding stream.

However, when it comes to domestic energy efficiency, ECO is still the main game in town. And local authorities who don't make use of it are missing out on an effective channel of support to help improve homes, reduce fuel poverty and keep vulnerable resident warm and healthy.

To help local authorities make the best use of ECO, APSE Energy and YES Energy Solutions have revamped their simple ECO guide, which was originally launched in 2016. The revised guide covers the latest changes to ECO policy, including opportunities for councils to set their own funding criteria.

The guide takes out the complexity, explains how funding is allocated and why some installations are prioritised over others. It also provides case studies of successful local authority schemes where ECO has added value and extended the scope of installations.

Head of APSE Energy, Phil Brennan, said, "ECO is still the main funding stream for domestic energy efficiency in Great Britain. Many local authorities are committed to helping residents save energy and money, but are unaware of the funding opportunities available. Working once again with our partners YES Energy Solutions, this guide provides local authorities with a clear overview of what ECO is, how to get involved and more importantly - how to use it to the advantage of local communities."

YES Energy Solutions, who won 'Funding Provider of the Year' at the 2017 National Energy Efficiency Awards, work in partnership with obligated energy companies and have access to ECO funding. They are well placed to help local authorities capitalise on the benefits of the scheme.

Duncan McCombie, Chief Executive at

YES Energy Solutions, explained:

"We have developed this guide to help local authorities get a better understanding of the support and opportunities available to them, through ECO and how it can be used to improve homes and reduce fuel poverty.

"The latest changes to ECO enable local authorities to set their own eligibility criteria, so that fuel poverty can be targeted effectively at a local level. Councils now have a great opportunity to capitalise on this change in policy and really drive support to the communities that need it the most."

**The scheme has evolved. So are Local Authorities making the best use of this Government backed scheme?**

We're confident that this guide will help strip away some of the confusion and complexity surrounding ECO funding and encourage more local authorities to use it to strengthen their energy efficiency schemes, making a big difference locally for their populations."

- YES Energy work closely with APSE Energy to develop new ways that local authorities can get involved in the energy sector. If your council is interested in getting involved in the energy sector, please contact Phil Brennan, Head of APSE Energy, on 0161 772 1810 or email [pbrennan@apse.org.uk](mailto:pbrennan@apse.org.uk)



# ECO funding made easy

Having previously published our simple guide - What is ECO and Green Deal, YES Energy Solutions and APSE Energy have now revised the publication to cover the latest changes and opportunities for Local Authorities.

- You can view a digital copy of the research on the APSE website at [www.apse.org.uk](http://www.apse.org.uk). Print copies are also available.

To order, please use the form on the website [www.apse.org.uk](http://www.apse.org.uk) or email Wai Lee on [wlee@apse.org.uk](mailto:wlee@apse.org.uk).



Duncan McCombie of YES Energy Solutions will also be speaking about the benefits of ECO funding at a number of APSE Energy seminars throughout the country. Upcoming dates include:

**South Lanarkshire, 24 April 2018**  
**APSE Scotland Renewables and Energy Efficiency Advisory Group**

**Oxford, 15 May 2018**  
**APSE Southern Renewables and Climate Change Advisory Group**

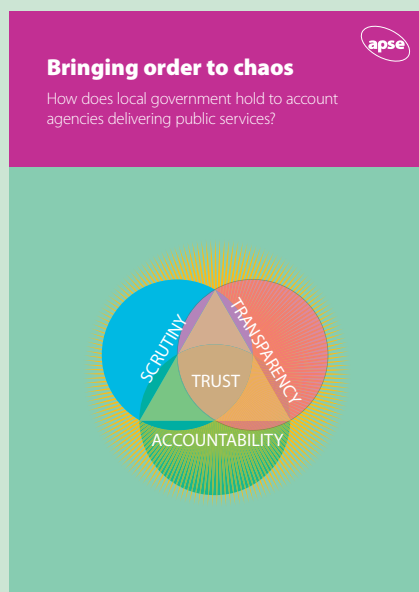
**Llandrindod Wells, 17 May 2018**  
**APSE Wales Climate Change & Renewables Advisory Group**

Interested in attending, then, please contact Phil Brennan at [pbrennan@apse.org.uk](mailto:pbrennan@apse.org.uk) or call 0161 772 1810

# Bringing Order to Chaos

What are the options for improving accountability in local public services?

New research by APSE and DeMontfort University says that local councils, as the only democratically elected bodies at the local level, are best placed to bring accountability to the current chaos of public service delivery. Co-authors, Professor Colin Copus, Tim Cheetham and Rachel Wall explore the key findings of this timely research.



- You can view a digital copy of the research on the APSE website at [www.apse.org.uk](http://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](mailto:wlee@apse.org.uk).

In a post-Carillion world, and with the tragedy of Grenfell casting a dark shadow over issues of local accountability, we face a cross-roads in our public services. The often experimental arrangements of partnerships, new ways of working and outsourcing have led to a precarious situation in which those providing 'public' services may be out of kilter with the overall direction of local place which local politicians aspire to. This fragmentation of the public services arguably commenced decades ago with the advent of New Public Management but the relative order of a commissioner / contractor relationship perhaps never envisaged the sheer complexity created by a multiplicity of providers, different departments of state, the third sector and a more discerning public; demanding access to services in the same way that they might make an online web purchase. With these varying actors and differing priorities it is hardly surprising that we found little evidence of effective accountability.

Accountability of itself is not the end game; but rather that accountability can provide the prism by which priorities can be set and tested, and where coordination of the different actions can help to ensure that all actors are working towards common goals which improve the lives of local people. It only takes one agency to act in splendid isolation to undo the progress of others. Often it is 'the council' who gets the blame when things go wrong even if it has little or no control over others. What we found is that whilst local councils are often perceived to be responsible when something goes wrong, in reality, in many areas of public life, they have few options to hold different agencies to account. Nevertheless, as the only democratically elected body at the local level, we would argue that they are best placed to use the knowledge of the local area to gauge the impact of other agencies, and ensure that local networks are harnessed to work in the best interests of the local area.

At a strategic level local government, and its elected body of councillors, are best placed to influence, shape and lead the activities of a disparate and diverse set of public service providers.



It is local councils, using their inherent local knowledge, who are most able to construct activities into a coherent framework for the local place. Ward level local councillors can readily identify public services gaps, failures or indeed successes; they have a unique operational knowledge of what is going on in the lives of local people. However, there are huge gaps in accountability. Decision-making can lack coherence when those delivering other local services can disregard the local council place-shaping role. Some may suggest that scrutiny and its committee structures within councils should play a greater role but many of the councils we spoke to as part of our research round-tables found that scrutiny functions are not always working well. Scrutiny is sometimes perceived as a dog without teeth; lacking the ability to hold others truly to account and exercising a more myopic single-issue functionality rather than the broader role of holding those to account who impact on local areas.

So we asked how could we enhance the ability of local councils to hold other agencies to account? And in holding these agencies to account how could we ensure that they are acting in the best interests of the locality? First of all we did not dismiss the role of scrutiny albeit we reflected on its current limitations. As a starting point scrutiny, we suggest, should not be seen as an add-on to other 'more important' duties. Councillors need to be equipped in their role in holding external bodies to account; that means the ability to shape activities and influence policies; this should be a role for all councillors not just a limited committee function. We also recognised that many councils will not be aware of who all those operating in their locality; we would also like to see better mapping of those agencies and organisations working within or impacting upon local areas. Too often there is little knowledge of those bodies which should be cooperating with local councils; mapping these agencies should help to ensure a clearer picture of influencing factors. To engage with these agencies we also suggest an extension of the 'duty to cooperate' in much the same way as health scrutiny in relation to the NHS. This would provide a framework for cooperation where reasonable requests for information, sharing and coordination of roles in localities becomes the norm.

Our main ask however, is for a local public accounts committee. Within Westminster the work of the Public Accounts Committee (PAC) has brought powerful advocacy; its role in scrutinising value for money and service standards in public services has proven a powerful ally for many issues of social justice. We recognise that as a parliamentary select committee its remit is not to question the merits of one policy over another but to ensure that it can follow the public pound. In doing so the PAC holds agencies delivering public services, including private companies, to account. The functionality of such a committee however needs to be far more local to ensure that fragmented and complex local public service arrangements are accountable to local people. It would need to be properly resourced but so it should!

Failing to coordinate public services and failures in those who provide them are costly. Invariably, when things go wrong with external agencies or providers of public services it is the public purse which picks up the cost. Effectively resourcing a local PAC is a 'spend to save investment'. How much more efficient would services be if they was better coordination and integration of outcomes? The arguments for integrated health and social care are well rehearsed but what about employability support, local businesses and regeneration schemes? What about linking our green economy aims and climate change ambitions with green apprenticeships in the local area? What about public health prevention measures and the interface with how we use our local parks and leisure facilities? There are endless possibilities but to get to that point of coherence, to bring order to the chaos, we must join up the agencies and ensure they are all rowing in the right direction. •

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## Taking the high road to Aviemore

APSE Scotland will once again be facilitating its highly successful Fleet, Waste & Grounds Conference in Aviemore. We take a look at what delegates can expect from one of our most anticipated events.

A unique event in the local government calendar, this seminar scrutinises the issues facing local councils in the fleet, waste, grounds and parks service areas, whilst also offering excellent case studies and best practice to inspire delegates.

The seminar will take place in Aviemore on Tuesday 15 to Friday 18 May and includes an extensive exhibition, formal dinner and the Striving for Excellence Awards 2018. The seminar draws in a wide variety of highly influential and knowledgeable speakers; offering attendees a fantastic opportunity to network and bounce ideas around other members of local government.

### Commercialisation

Kicking off proceedings will be our keynote session on commercialisation. Paul O'Brien, APSE Chief Executive, will start by discussing income generation strategies. Delegates will then hear from Tony Stringwell, Senior Projects Manager at Leeds City Council, who will be speaking about his Council's highly innovative approach to embedding civic enterprise.

The session will conclude with a workshop on commercialisation; exploring market opportunities and challenges. Facilitating this workshop will be Ronnie Dempster and Gordon Bryce, respectively Head of Enterprising Services and Transport & Operations Manager at Dumfries & Galloway Council.

### Fleet

We look forward to hearing from some excellent speakers on fleet and roads, such as Steve Ives, Head of Competitions from the Office for Low Emission Vehicles. Steve will be exploring Westminster's vision on electric vehicle development and will be joined in the session by Laura McCaig, Network Development Manager in Electric Vehicles Infrastructure at Transport Scotland. Both will be looking in detail at the available funding support for local government.

Sharing his fleet expertise, Gordon MacDonald, Head of Enforcement Policy at the DVSA will be speaking about the Agency's Earned Recognition Scheme. We'll also be hearing from John Boyd, Contracts Manager at Boyd Brothers Ltd, who will be speaking about electric vehicle charging infrastructure and building the first hub in the UK.

### Waste

Delegates will be given the opportunity to hear from David Barnes, Litter and Fly-tipping Programme Manager at Zero Waste Scotland, who will provide details for the Deposit Return Scheme for single use containers. Paul Doherty, Environmental Strategy Officer at Resource Efficient Solutions, will be looking at how delegates can maximise reuse and recycling at Household Waste Recycling Centres (HWRCs).

Douglas Gardiner and Malcolm Rae of East Ayrshire Council

will be speaking about rolling out their Council's new trolley box triple stack system for recycling. We will also have the pleasure of hearing from waste managers at Angus, Perth & Kinross and Scottish Borders Councils who will be providing their experiences on alternative strategies for garden waste collections.

### Grounds, Parks and Streets

Delegates will be able to share best practice at a parks, grounds and streets workshop, facilitated by Stuart Pryde, Principal Amenity Officer at East Lothian Council, and Liz Hunter, Inspector (Field Operations Division) at the Health & Safety Executive. The workshop will focus on staff training in the use of parks equipment, what specific items are appropriate for in-house cascade training, what it would be desirable to demonstrate certificated training for and what is a legislative requirement.

Debbie Johns, APSE Head of Performance Networks, will also be on hand to discuss new developments in the Land Audit Management System (LAMS). Debbie will be looking at the expansion of LAMS since the pilot, and how it can help monitoring within cemeteries and crematoriums.

### Exhibition

In addition to the seminar, this event sees the largest Scottish trade exhibition of its kind, with over 120 exhibition stands. The conference will attract delegates with direct procurement responsibility from councils across Scotland but also other areas of the UK.

Exhibition time is a key element of the seminar programme, with plenty of opportunities provided to meet and discuss new technologies and innovative new products with delegates. It is a space in which new partnerships can be developed with a view to transforming and enhancing local government frontline services.

The seminar will also include the Striving for Excellence Awards 2018, which recognise the hard work and success of local authority services in Scotland as well as providing an excellent opportunity to put forward their most deserving initiative. This year's categories are:

- Waste and Recycling
- Parks, Grounds and Street Scene
- Fleet

Entry to the awards is now closed. The winners will be announced on Thursday 17 May.

The Conference will take place in Aviemore on Tuesday 15 to Friday 18 May. The Conference is an extremely valuable resource for local authorities and is not to be missed!

- *To learn more about the APSE Scotland Fleet, Waste and Grounds Seminar, and to book your place, please visit the APSE website or contact Louise Melville at [lmelville@apse.org.uk](mailto:lmelville@apse.org.uk) or 01698 459051*

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# Future Communities: Greener, Cleaner, Smarter

Continuing their unique communications partnership, APSE and ITN Productions are producing a news and long-form current affairs style programme highlighting APSE's vision to encourage healthy, environmentally friendly and smart solutions for local communities.

Drawing upon ITN's long and rich history of storytelling expertise, 'Future Communities: Greener, Cleaner, Smarter' will shine a spotlight on the local councils and businesses who are taking innovative approaches to securing greater health, well-being and prosperity for communities across the UK.

The theme of greener, cleaner and smarter has been chosen to reflect the importance of environmentally-friendly strategies in improving outcomes for local communities. From reducing loneliness to revitalising towns and city centres, green, clean and smart solutions should now sit at the heart of local government public policy.

APSE Chief Executive Paul O'Brien said, "We know that local authority expenditure in the UK will be 30% less by 2020 than it was in 2010, so it's vital councils look to smart solutions to enhance their service delivery. Sharing best practice amongst those who provide frontline services is therefore critical. One very effective way of exchanging ideas and encouraging best practice is through news programmes. So, following the success of our previous two programmes, partnering with ITN again was a no-brainer. Our collaboration will go a long way to ensuring local council are fit for the future by adopting healthy, environmentally friendly and smart solutions to the various challenges they are confronted with."

The news-style piece will combine key interviews and news-style reports with sponsored editorial profiles of some of the leading organisations who are working in the sector. The programme will provide APSE members and professional partners with an excellent opportunity to showcase their bold, innovative and transformative products and services; heightening awareness among policy makers, politicians and the wider sector about the forward-thinking initiatives across the UK.

The programme will premiere at a specially scheduled event on Thursday 13 September at our Annual Seminar in Edinburgh.

• For more information, or to participate in the programme, please contact Charles Harrison, Programme Director at ITN Productions, on 0207 430 4266 or [Charles.Harrison@itn.co.uk](mailto:Charles.Harrison@itn.co.uk).



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# ParksHerts – The Hertfordshire Parks Web Project

We spoke to Liz Gore at Hertfordshire County Council about their new cross-country web project

ParksHerts is a mobile-first website providing a single information point for over 140 of Hertfordshire's parks and open spaces ranging from recreation grounds through to woodlands and award winning flagship parks, irrespective of administrative ownership. It provides a way for people to discover and enjoy sites they know and those that they haven't yet discovered, whilst also supporting people to make outdoor exercise part of their everyday lives.

## Background

ParksHerts originated from the Hertfordshire Association of Cultural Officers Parks Officers Group (HACO) which recognised that there was a lack of consistent, accessible and good quality online information about the County's parks and open spaces. Hertfordshire has a wealth of fantastic open space to offer residents but online information was often hidden within local authority websites. This is a particular challenge for a county such as Hertfordshire where park ownership is spread across a three tiered administrative system.

The County also faces challenges to address the levels of obesity and physical activity within the population. Despite being a healthy county overall, 62.8% of Hertfordshire adults (2013-15) and 36.7% of children in year 6 (2015) were classified as overweight or obese with only 58.7% of adults classed as physically active (2015). (source: Public Health England 2016).

The ParksHerts project was developed in response to these challenges, drawing on the wealth of evidence linking access to green space with improved health and wellbeing.

One recent study undertaken by King's College London, landscape architects J & L Gibbons and art foundation Nomad Projects, found that being outdoors, seeing trees, hearing birdsong, seeing the sky, and feeling in contact with nature were associated with higher levels of mental wellbeing (BioScience 2018) whilst another 2011 study found that increasing access to parks and open spaces could reduce NHS costs of treating obesity by more than £2bn (Groundwork 2011).

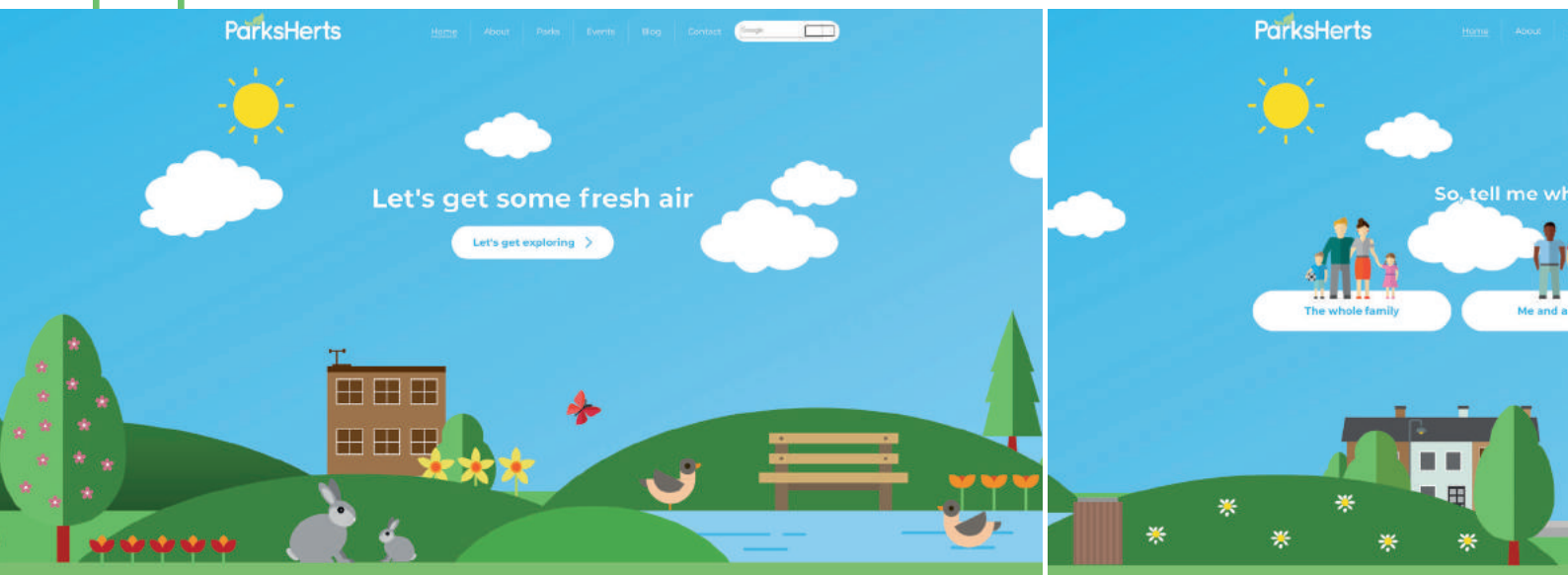
## The Project

Funding for the project was secured from Hertfordshire County Council Public Health, ten Hertfordshire District/Borough Councils and one Parish Council. Support from partners has come both in financial terms but also in staff time. Public Health, Communications and Parks teams have and continue to play a key role in the development and success of the site.

To remove barriers to access it is important that the site is as user friendly as possible. To support this, a range of online and face-to-face consultation was undertaken before, during and after its development.

The outcomes of this consultation were integral to the site's development and resulted in a number of key features:

The site has a simple and attractive design with generic appeal. It was important to move away from "council speak"



and make the site about promoting the parks themselves rather than their owners.

The site is mobile-friendly and is designed to be used on desktops, tablets and mobile devices, reflecting the desire from users to research at home and whilst out and about.

The same basic information is included for each park. This was prioritised via user consultation and feedback.

Activity routes are marked on the maps ranging from easy access (pushchair and wheelchair friendly) through to running routes, nature trails and orienteering. Step counts are provided for each route to support the health and wellbeing agenda.

Consultation told us that users wanted to know how to get to car parks or park entrances rather than be directed to a postcode in the centre of the greenspace – often nowhere near the actual entrance. Information is provided on how to reach parks via public transport and by car along with links to google maps. Where available, information on cycling is also included.

Clickable Points Of Interest (POIs) enable users to find out more and pinpoint the exact location of park features. The 'Personalise Map' button also gives users the ability to focus on what's important to them by filtering which POIs they can see on the map, particularly useful in flagship parks with many different features and facilities on offer.

The site is also able to make use of GPS technology by offering the 'I'm in this park' button which pinpoints the location of a user when they are in the park itself. This helps to encourage use of the site whilst out and about.

The inclusion of an "Events" section allows all listed park owners to access a separate administrative area wherein park events can be added and appear on the site. Events also appear on individual park pages as they get nearer. Current listings include Parkruns, health walks, volunteer events and youth activity sessions. The "Events" pages have proved one of the most visited areas of the site.

Regular blog posts enable the regular introduction of new

content to the site which, through promotion on social media, can drive new visitors.

## Outcomes

Since its official launch at the Hertfordshire Green Flag Awards on 21 July 2017, the site has had:

6,863 users

9,535 sessions

32,615 page views



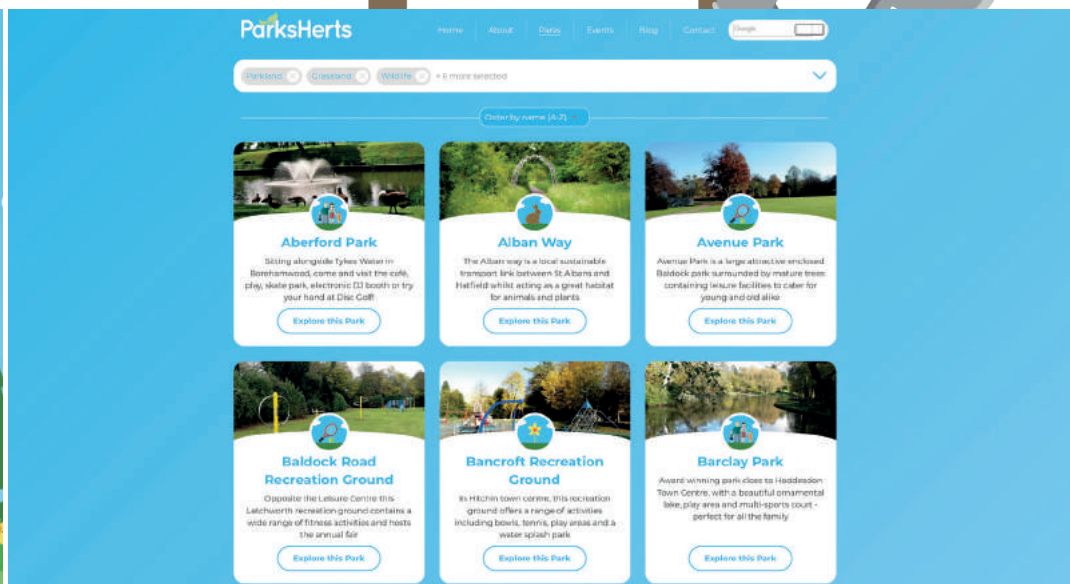
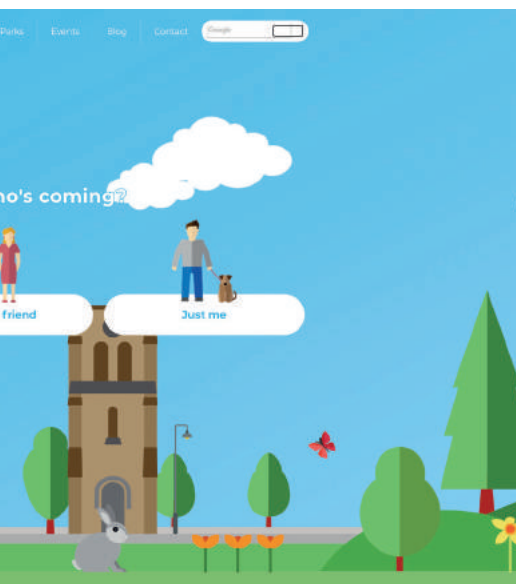
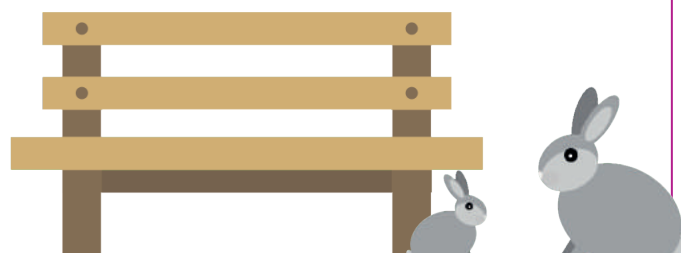
Publicity and promotion of the site is a partnership effort coordinated by communication professionals from the participating councils, using Facebook, Twitter, Instagram, resident's magazines and partner websites.

## Next steps

The success of ParksHerts to date has meant that there is a strong commitment from all partners to maintain and grow the site, adding both new parks and new park owners. Retaining ownership of the coding for ParksHerts means that the partnership also has the potential to establish an ongoing income stream. To support the ongoing development, a governance group of key stakeholders has been established to manage and steer future growth.

ParksHerts is a clear demonstration that cross county projects really can and do work.

- For more information on the ParksHerts project, please contact Liz at [Lizgore@hertsmere.gov.uk](mailto:Lizgore@hertsmere.gov.uk)



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# Fleet management: Comply.. or else!

Terry Pycroft, Head of Fleet Services at Leeds City Council, discusses the steps he has taken to ensure operator licence compliance across a diverse fleet.

As Head of Fleet services, my role covers all of the Authority's municipal transport. The powers delegated to me as the 'Operator licence holder', means I have to ensure the Council's fleet remains road legal and we, as an authority, meet our licence obligations. Additionally, it is my responsibility to keep our drivers, operators and the Leeds community safe during the day-to-day course of transport operations and vehicle use.

However, with this role comes the burden of ensuring robust procedures are in place for vehicle management and use. My authority runs up to 1300 Fleet vehicles; operating in excess of 200 LGV's, 19 operator licenced sites and a passenger transport Fleet of 150 minibuses. Ensuring robust procedures are in place for a fleet this size can be a daunting prospect.

Following the tragic Glasgow bin lorry crash in 2014, I was deeply concerned about what the effect would be if this happened in Leeds, and whether the DVSA, Police or HSE would be happy with the procedures we had in place. While I was quietly confident in the existing processes, I decided to undertake a "root and branch" compliance audit across all service areas scattered throughout the Leeds estate. This included fuel on parks, refuse collection, waste management, passenger transport, construction, Libraries and more.

One step we took was, with help from the FTA and the local DVSA traffic commissioner, to hold a transport seminar for chief officers to underwrite the obligation of transport to all attendees.

Transport Logistics Officers (TLOs) were identified in services to support me in my role. Each TLO had been trained to transport manager CPC level. Those leads identified supervisors in all areas to undertake the FTA OLAT courses throughout 2016/2017.

In doing so, this gave me greater confidence that flow vehicles would be used and managed properly moving forward.

With the impending CAZ clean zone and other emission reduction strategies, Fleet Services now take pride of place in the Authority's strategic direction.

The bi-monthly TLO meetings cover areas on a standard agenda with items such as:

- transport compliance issues of compliance audit results
- speeding offences
- fleet replacement strategy
- alternative fuel trials
- budget monitoring per service areas
- and shared best practices

The meetings promote the platform for consistency in transport, standardising documentation and overall combined knowledge; providing advice to all areas.

Our vehicle maintenance engineers are all IRTE accredited and EV trained. The vehicle safety and compliance unit not only train drivers, they complete assessments, passport to drive, undertake driver CPC training, carry out rigorous compliance audits, gate checks on drivers and embark on their daily duties.

For those who work in fleet services, there is no longer any time to 'sit on your laurels' as the next full audit is currently underway with staff recently undertaking the managers CPC: both LGV and PCV. Looking to the future, preparation is underway for a chief officer seminar day to reiterate transport compliance and briefing

- *Terry will be speaking at the APSE Transport Seminar on 14 June in Coventry. For more information visit our website at [www.apse.org.uk](http://www.apse.org.uk) or call us on 0161 772 1810.*



# The brightest and best in highways services light up Blackpool

## APSE Highways Innovation & Apprentice Awards 2018

APSE is delighted to announce the winners of this year's Highways and Street Lighting Apprentice Award, in addition to the winners of the Highways, Street Lighting and Winter Maintenance Innovation Awards.

The Awards were presented at a glittering evening ceremony in Blackpool on day one of the APSE Highways, Street Lighting and Winter Maintenance Seminar.

Now in its second year, the Innovation Awards are one of APSE's most competitive awards. Speaking of the finalists, Rob Bailey, APSE Principal Advisor for Highways, was delighted to see such a high calibre of entries this year, "Despite the serious issues local government faces at this time, it is wonderful to see such exciting projects being carried out by so many

dedicated people. The finalists are a credit to their councils and their communities."

Also in attendance was APSE Head of Communication and Coordination Mo Baines. Speaking of the Apprentice Awards finalists, Mo said, "During National Apprenticeship Week in March, we were reminded of the thousands of ambitious, dedicated and highly intelligent apprentices plying their trade across the country. Last night, we had the pleasure of celebrating some of these outstanding individuals. The Apprentice Awards underline just how vital apprenticeships are to ensuring excellence in the delivery of frontline services; they remain a highly rewarding and mutually beneficial investment for local authorities."

### Highways, Winter Maintenance and Street Lighting Innovation Awards

Highways maintenance services	Winter maintenance services	Street lighting
<b>FINALISTS</b>	<b>FINALISTS</b>	<b>FINALISTS</b>
Cambridgeshire County Council/ Peterborough City Council	Newcastle City Council	Glasgow City Council
Dorset County Council	North Yorkshire County Council/ Ringway Infrastructure Ltd	Wigan Council
Northumberland County Council	Telford & Wrekin Council	Renfrewshire Council
Nottinghamshire County Council/Via East Midlands Ltd		
Oxford City Council		
<b>WINNER</b>	<b>WINNER</b>	<b>WINNER</b>
<b>Derbyshire County Council</b>	<b>Wigan Council</b>	<b>Bolton Council</b>

### Highways and Street Lighting Apprentice Award

<b>FINALISTS</b>	
Rhys Lloyd	Rhonda Cynon Taff
Louis Talbot	Cardiff County Council
Jack Wingate	North Lincolnshire Council
Amy Pinkard	South Gloucestershire Council
Carl Gray	Newcastle City Council
Fraser Cormack	West Lothian Council
	<b>WINNER</b>
	<b>Sion Pennell, Rhondda Cynon Taff</b>



*Clockwise from top: Highways and Street Lighting Apprentice winner Sion Pennell, Rhondda Cynon Taff; Highways Maintenance Service winner Derbyshire County Council; Street Lighting winner Wigan Council; Winter Maintenance Services winner Bolton Council*



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# Lighting up the Granite City with zero emissions

Taylor Construction Plant Ltd (TCP) is delighted to announce that its Ecolite TH200 LED Lighting Tower is helping to light up the construction site of the new Aberdeen Exhibition and Conference Centre (AECC). The product, which uses BOC's HYMERA® fuel cell as a sustainable power source, has been hired to provide the best possible illumination with zero emissions.

The placement of the Ecolite TH200 LED Lighting Tower has been led by Aberdeen City Council which saw the product in action at the Shell Eco-Marathon. Aberdeen City Council is leading the field in hydrogen technologies for the city, and looks out for new and innovative ways of using this technology.

Aberdeen City Council Co-Leader Councillor Jenny Laing explained: "The eco lights fit in with the principles of the AECC development as one of the most sustainable venues in the UK and the use of renewable and low carbon technology on the site. Aberdeen is a leader in hydrogen technology and we're developing how companies can benefit from this innovative technology, so we're delighted to be doing this in one of our own developments."

The Ecolite TH200 LED lighting tower has been developed by TCP in collaboration with BOC, the UK's leading supplier of industrial gases, to provide an alternative to traditional diesel lighting for off-grid applications. The product uses BOC's HYMERA® fuel cell which combines hydrogen and atmospheric oxygen to produce electrical power with the only emission being water. The process is virtually silent enabling contractors to easily comply with section 61 of the Control of Pollution Act.\*

Aberdeen City Council's joint venture partner for the new multi-million pound AECC, Henry Boot Developments, were also keen for this product to be used.

Nick Harris, Scottish Director at Henry Boot Developments, said: "The use of such an eco-friendly lighting system on site really fits in perfectly with our ambition that the new AECC should be among the most sustainable venues in the UK, and one that really showcases innovation. It's great that this ethos is beginning on the construction site, and that the new AECC is setting an example before the building is even complete."

The principle contractor, Robertson Construction Group and their specialist civil engineering contractor, Careys Civil Engineering, support the use of the Ecolite LED lighting tower. Carey Civil Engineering is already familiar with the product having been a loyal customer of TCP for its lighting towers and compaction plates for several years.

John Boghian, Regional Operations Manager, Careys Civil



Engineering added: "Careys Civil Engineering are committed to reducing pollution, noise, harmful emissions and using energy efficient products wherever possible. Therefore, using the Ecolite TH200 LED lighting tower on the AECC project was a natural decision for us, given that we were already familiar with the product and its environmental benefits."

TCP, who are committed to the future development of environmentally friendly products for the construction industry to help reduce carbon emissions, is delighted that hydrogen fuel cell technology is being embraced by leading developers and contractors.

"The use of green construction plant equipment echoes the aims of many new environmentally friendly developments like the new AECC which will have its own Energy Centre to sustainably power the centre and potentially the wider area," says Andrew Barker, Managing Director, TCP.

The Ecolite fuel cell product range is available for hire nationally. For more information contact Simon Meades, Product Manager for TCP Ecolite <http://www.tcp.eu.com>

\*Control of Pollution Act 1974 Section 61 3(b) - the steps proposed to be taken to minimise noise resulting from the works

- For more information, images or interviews please contact: Emma Ambor, Marketing Manager, TCP (Taylor Construction Plant Ltd) on +44 (0)1621 850 777 or [eambor@tcp.eu.com](mailto:eambor@tcp.eu.com)



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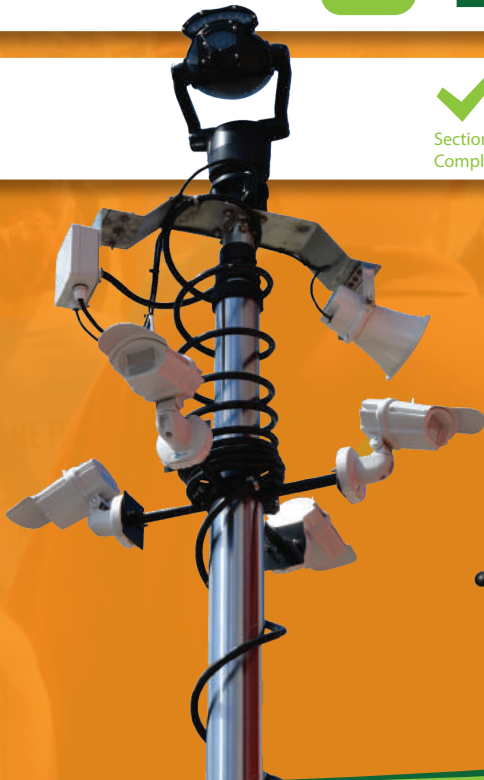
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# APSE Training: Unique to the frontline

As we head into a new financial year we need to take stock of the skills our frontline workforce and managers will need over the next 12 months to deliver the best in public services. Too often training is seen as an 'add-on' to services but it is in fact a vital means to planning for future service delivery. So to get you started with your training plans here are some highlights from our most popular courses!

## The Bereavement Journey

**£159 APSE Member Rate;** £139 APSE Member Rate (discounted rate for 3 or more delegates); £259 Non-Member Rate

APSE training and the Institute of Cemetery and Crematorium Management (ICCM) now offer a one day skills development programme to help your frontline workforce and managers understand the meaning of bereavement services and the natural journey undertaken by the bereaved. This course explains what is involved in providing bereavement services, the range of sectors involved, the different people skills required and what is meant by "understanding the bereaved". Key issues faced by staff in this sector include understanding the meaning of bereavement services and identifying the different customers they will come into contact, gaining awareness of the bereavement curve, recognising customer care and taking action to improve performance in cemeteries, crematoria and bereavement.

## Health and Safety: Working on Highways and Verges

**£239 APSE Member Rate;** £209 APSE Member Rate (discounted rate for 3 or more delegates); £409 Non-Member Rate

With accidents to workers on the highway regularly make headlines and attracting investigation and enforcement action there are significant responsibilities on local authorities. Coupled with the hazards and practicalities of dealing with incidents of Roadkill there can be far reaching consequences for local authorities who fail to keep their staff and the public safe when working on highways and grass verges. This one day course, which is delivered through highly interactive working sessions will cover a variety of issues including working on high speed dual and single carriage ways, understanding signage, visibility, litter picking risk assessments, community clean ups and volunteers. It will also provide an excellent overview on service specific hazards and risks, mitigation and management as well as further sources of advice, guidance and training. Don't wait until you are on the wrong side of a health and safety emergency. Limit your risks by getting effective training in place now for your staff team.

## Managing Events in Parks and Open Spaces

**£159 APSE Member Rate;** £139 APSE Member Rate (discounted rate for 3 or more delegates); £259 Non-Member Rate

As we all try to make parks budgets go that bit further this course is bespoke to help local authority parks managers, staff, and community groups to develop their skills on event management in parks and open spaces. From the forward planning stage to the interaction required with other duty holders, this course provides guidance on the practical steps involved in delivering events in parks. It will explore responsibilities of events management, planning and co-ordination of parks events, marketing, promotion and sponsorship as well as health and safety risks and liabilities. A must for anyone taking a more commercial approach to parks services.

## Supervisory Skills for Team Leaders in Frontline Services

**£159 APSE Member Rate;** £139 APSE Member Rate (discounted rate for 3 or more delegates); £259 Non-Member Rate

This CPD accredited course will equip new and existing supervisory staff with the essential skills. It will explain what is meant by team leadership and team building, and give direction to supervisors in developing staff to provide an improved front line service across all local authority sectors. The course will also consider the issues faced by supervisors in the challenging times for councils including health and safety and customer service. It will enable supervisory staff to understand the role of a team leader and their natural style, identify the strengths and weaknesses in a team, recognise a key role in developing other staff and how they can take action to improve customer service and performance. This is a must attend for your rising stars who can make a real difference at the frontline and an essential development for existing staff to brush up on their skills.

## It doesn't cost the earth..!

All APSE training is discounted for APSE member councils so what are you waiting for? You can either book on to one of our courses or book a course to be delivered in the convenience of your own council venue. Prices quoted are exclusive of VAT. Book now online or contact Jessica Mistry on [jmistry@apse.org.uk](mailto:jmistry@apse.org.uk) to check availability.

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