



**apse direct**

Association for Public Service Excellence

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# Bottle stations

**Deposit Return Scheme:  
*Challenges and opportunities for  
UK local government***

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# Editorial



Paul O'Brien  
Chief Executive,  
APSE

## Whatever the weather

In his seminal poem "The Waste Land", T.S. Eliot famously identified April as the cruellest month of the year. Given the events of the past two weeks, anyone who works in local authority frontline emergency response teams can be easily forgiven for thinking Mr Eliot didn't have his months straight; when it comes to extreme weather events, April has nothing over February.

Cast your mind back to February 2018, and it was the dreaded 'Beast from the East' which plunged the entire UK into a deep freeze. In February 2020, the UK experienced its wettest February on record, in a series dating back all the way to 1862. Fast forward another two years, and the UK has been rocked by a series of record-breaking storms, each occurring in rapid succession. The cruellest month indeed!

Dudley, Eunice, Franklin and Gladys may all sound like characters from a jaunty 1950s Ealing Comedy, but the chaos each of these storms have wreaked across the UK has been far from a laughing matter. River banks bursting, flood warnings, home evacuations, school closures, train and plane journeys cancelled en masse, the storms have, quite literally, shook the country.

As always however, whatever the weather, local council workers across the UK have been out in force supporting safety across roads and areas at high risk from flooding. Just as you proved during the

pandemic, local authorities remain the last line of defence when it comes to protecting vulnerable local communities.

Whether it is responding to emergency incidents, building essential flood defence walls, sandbagging properties, helping rough sleepers find shelter or working hard to clean up debris, council workers have been the metaphorical bridge over troubled water amidst these terrible storms, working at full pelt to make neighbourhoods safe again. I would like to extend a massive thank you to all of you, on behalf of everyone at APSE.

On a related note, this is the first time in history that three named storms have been recorded within seven days. Anyone with a discerning mind may wonder if perhaps this unprecedented series of extreme weather events may have something to do with the climate crisis...

As it happens, APSE held an online seminar on 22 February, attended by well over 100 delegates, to discuss the newly-passed Environment Act. The event confirmed the importance of local councils staying one step ahead of the green agenda in order to ensure the environment is fit for future generations.

A failure to do so will likely result in much crueler Februaries to come...

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**Association for Public Service Excellence**  
3rd Floor, Trafford House, Chester Road  
Manchester, M32 0RS

**t:** 0161 772 1810

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

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

# Report Back

A round-up of APSE advocacy and events



Levelling up Secretary Michael Gove pictured with Lord Gary Porter CBE, APSE Local Government Commissioner, and Rob Bailey, APSE Principal Advisor, at the CCA Conference in Oxfordshire on 25 February 2022.

## APSE at the Conservative Councillors' Association Conference 2022

On 25-26 February; APSE was in Oxford for the CCA Conference 2022, exhibiting, hosting workshops and facilitating plenary sessions.

APSE's Friday workshop session considered the implications of The Environment Act 2021 on local councils. Panellists for the Session included: Cllr Kelham Cooke, Leader of South Kesteven Council and APSE Strategic Forum Chair and Rob Bailey, APSE, Principal Advisor.

APSE's Saturday morning plenary involved a discussion on the final report of the APSE Local Government Commission 2030 'Local by Default'. The panel highlighted the findings and recommendations of the Commission report including a new constitutional settlement for local government alongside sustainable finance, to secure a new vision for local councils in the future. Panellists included: Lord Gary Porter, CBE, Professor Steven Griggs of De Montfort University, and APSE Commission Chair, Paul O'Brien.

## DRS makes the headlines

On 9 February, APSE's latest report - Deposit Return Scheme: Lessons from Scotland and implications for the rest of the UK - was the second top story on LocalGov.uk. The article conveyed APSE's diagnosis that local authorities need 'urgent advice' on the impact of the Deposit Return Scheme on their waste services and kerbside collections. Quoted in the article, APSE Chief Executive, Paul O'Brien said, "Without the necessary input of local government, the Deposit Return Scheme and its purported benefits, will falter, thereby jeopardising local, regional and national environmental targets." Visit the LocalGov website to read the full article.

## COP26 - Did we learn anything new for transport and fleet? APSE in LAPV

The "COP26 declaration on accelerating the transition to 100% zero emission cars and vans" was signed by 26 countries and a smattering

of large global companies and financial institutions. APSE Principal Advisor for Transport and Fleet, Rob Bailey, spoke to LAPV about what this declaration, and the UK Government's existing position statement 'Net Zero Strategy: Build Back Greener', means for local authority transport and fleet services. Published in LAPV's winter edition, visit the LAPV website to read the full article.

## The latest APSE briefings...

APSE has a dedicated team of Principal Advisors providing regular updates via briefings. Our latest include:

- Levelling Up White Paper: An analysis
- Briefing on Waste Carrier Consultation
- The impact of COVID-19 on local authority building maintenance: 2020-2021
- The impact of COVID-19 on local authority Soft FM: 2020-2021
- The Social Housing White Paper Professionalisation Review
- APSE Consultation Response to Good Food Nation (Scotland) Bill - call for views

APSE runs one of the largest briefings and research programmes in local government. All of these briefings can be accessed via the APSE website.

## APSE in the MJ

APSE featured in two editions of the MJ in February. The first article, written by APSE Chief Executive Paul O'Brien, looked at the challenges ahead for local government - including increased energy costs and projected budget gaps - and how these may seriously affect local government progress on major issues such as climate change, local economies, care, digitalisation and housing. Published on 1 February, you can visit The MJ website to read the full article.

The second article, written by APSE's Head of Communication and Coordination Mo Baines, looked in depth at Levelling Up Secretary Michael Gove's suggestion that councils could look to deprioritise non-statutory services. It was argued that, "It is not a binary choice for councils to divide services into statutory and non-statutory camps. Non-statutory services are the essential operating platform for their statutory cousins. It would be a brave council indeed that stopped delivering the things that are good to do, in favour of simply delivering those which they are obliged." Published on 4 February, you can visit The MJ website to read the full article.

## ESG: Climate Change, Our Legacy?

APSE has been acknowledged in the latest Environmental Stewardship Group report - 'Climate Change, Our Legacy? Reflections on the state of the bereavement sector and the climate emergency'. The Group consists of The Cremation Society of Great Britain, Institute of Cemetery and Crematorium Management, Federation of Burial and Cremation Authorities and APSE Approved Partner CDS Group. APSE looks forward to contributing to many more ESG reports going forward.

plugged in



By Paul O'Brien

Across the political and media landscape, there is no shortage of reference to the potential for a 'Roaring Twenties' style recovery as we finally emerge from the majority of restrictions associated with COVID that have been in place for the

LOCAL ECONOMIES

# Global lessons in levelling up

A new report looks at four international examples that have shown significant success in tackling inequalities and improving lives. Their experience inform the UK's levelling up agenda, says Jeffrey

APSE Chief Executive Paul O'Brien considers the cost of living crisis, and the potential impact this may have on local authority service delivery [The MJ - published 1 February].

## London Calling

On 10 February, APSE Chief Executive Paul O'Brien spoke at the online London Policy and Strategy Network. The Network brings together people to learn how they can use methods and ways of thinking from others in their organisations. Paul was invited to speak at the Network's lunch and learn session about the Local Government Commission 2030 final report. You can download the report for free from APSE website.

## APPG Excellence in School Food Awards

APSE is delighted to announce the finalists of the APPG Excellence in School Food Awards 2021/2022. Partnering with the All-Party Parliamentary Group on School Food to deliver the awards, APSE would like to extend a huge congratulations to all those shortlisted:

Individual Category:

- Laura Chepner - The Vegan Society
- Dugald Curtis - SchoolGrid
- Jeanette Orrey MBE - School Food Plan Alliance

Groups Category

- Breakfast Boxes - School Food Matters
- Cooking at Home with City Catering - City Catering Southampton
- School Plates - ProVeg UK

Schools Category:

- Stokes Wood Primary School
- Thomas Deacon Education Trust Catering Team

Speaking about the Awards, judge Sharon Hodgson MP said, "Alongside Kerry McCarthy - Labour MP for Bristol East and Christian Wakeford, I really enjoyed judging this year's fantastic nominations for the APPG Excellence in School Food Awards - well done to all submissions. After what has been a challenging few years for the school food industry it was fantastic to see such impressive submissions, also making it



The APSE Scotland Apprentice Award finalists share a photograph at the APSE Scotland Building and Housing seminar 2022 in Glasgow.

incredibly hard to select finalists. I am looking forward to the APSE Facilities Management Seminar in March, and congratulations to all finalists!"

We will be announcing the winners at the APSE Facilities Management, Catering and Cleaning Seminar, Nottingham, 3 March 2022.

## Scotland

### Recognising excellence in Glasgow!

APSE is delighted to announce the winners of the APSE Scotland Building and Housing Apprentice Awards (kindly sponsored by Aico) and the Margo Blair Award 2022:

- Apprentice of the Year 1 and 2 – Calum Harrison Fife Council
- Apprentice of the Year 3 and 4 – Jack Cook Stirling Council
- Margo Blair innovation Award – West Dunbartonshire Council

The winners were announced at the APSE Scotland Building and Housing Seminar in Glasgow on Thursday 17 February 2022. For the full list of the finalists and photographs visit the APSE website.

### Scottish Labour

On Friday 4 March, APSE will be in Glasgow for the Scottish Labour Conference. Paul O'Brien, APSE Chief Executive, and Cllr Archie Dryburgh, Dumfries and Galloway Council and Chair of APSE Scotland, will join Mercedes Villalba MSP, Shadow Minister for Environment and Biodiversity (TBC), and Cllr Adam Wilson, Dumfries and Galloway Council, for the panel session 'Local by default': A system reset in local government to help deliver on climate and ecological action.



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# Levelling Up ambitions cannot be delivered from the top-down

After much delay, the Levelling Up White Paper has finally been published. While it has set the right ambitions, there are still many questions open as the Government will be able to turn its promises into reality. IPPR North Research shows that there's much the Government could learn from the local level to get levelling up right.

IPPR North flagship State of the North Report clearly illustrates that, up until now, there has been a huge gap between levelling up rhetoric and reality. But 'getting levelling up right' is urgent: the deep-seated regional divides that cut across our country are growing, and this affects people in their day-to-day lives. In-work poverty in the North has risen from 3.4 million people in 2009/10, to 3.5 million in 2019/20. Meanwhile, for every job created in the North, just under three were created in London and the 'Greater South East'.

Overcentralisation is the root cause of these inequalities: still, it has worsened in recent years. Since 2010, central government employment has risen by 23%, while local government has been hollowed out, with its employment falling by 31%. At the same time, 96p in every £1 paid in tax is now taken by Whitehall (up from an already staggering 95p in every £1 in 2017/18). There has also been a considerable drop - £413 per person in the North, and £388 across England - in annual council service spending over the past decade. All of this has a profoundly negative impact on local government, of course.

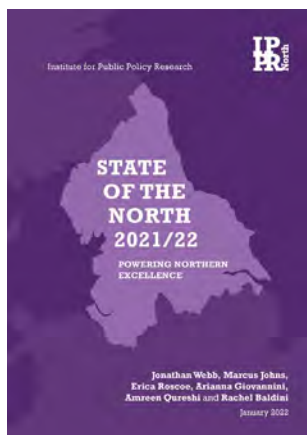
And yet, against this backdrop of local autonomy erosion, local authorities have continued to show incredible resilience. Indeed, real levelling up is being delivered from the grassroots. Our analysis highlights that metro mayors, combined authorities and councils in the North are finding new ways to make their areas fairer, greener and more sustainable. For instance, Mayoral Combined Authorities (MCA) in areas like Greater Manchester and Liverpool City Region have introduced employment charters that are co-produced with trade unions and employers – helping the creation of good jobs while embedding change in local economies.

On the net zero agenda, Combined Authorities in the North have developed innovative decarbonisation programmes – which are place-based, and thus vary across the board to align with local priorities. For example, Teesside has focussed on creating new green industry jobs around carbon capture and storage, as well as the development of vast offshore wind arrays. In this way, the CA has helped steer major investment into the industry, with a potential to create more than 5,000 jobs by 2050 in the area. In contrast to this focus on industry, Greater Manchester Combined Authority has made local transport a lynchpin of its net zero strategy, with a focus on reducing emissions and improving the quality of life for local communities.

Individual councils have also implemented innovative initiatives to tackle the climate crisis. Newcastle City Council as a Cycle Ambition City has secured £16.3 million to invest in walking and cycling



**IPPR**North



**There has been a considerable drop - £413 per person in the North, and £388 across England - in annual council service spending over the past decade.**

infrastructure. Meanwhile, Calderdale Council has developed a £1 million Climate Emergency Fund, together with the Community Foundation for Calderdale, to help community-led projects tackle climate change. While our research focuses primarily on 'northern excellence', it should be noted that many councils across the country are involved in similar activities to boost local economies, tackle the climate crisis and provide a better future for the communities they serve – as clearly shown in the final report of APSE's Local Government Commission 2030 'Local by Default', and the work of APSE and its members more broadly.

## **Our analysis highlights that metro mayors, combined authorities and councils in the North are finding new ways to make their areas fairer, greener and more sustainable.**

Local authorities have the capacity, willingness and resolve to turn levelling up into reality. But they need to be put at the forefront of the agenda, by being equipped with the power, resources and trust they need to unleash their full innovative potential.

After much anticipation and delay, the Levelling Up White Paper published in February seems to be a step in the right direction, especially in terms of diagnosis and ambitions. It recognises the scale of the challenge the country faces, and acknowledges the key role of devolution in making levelling up happen. And yet, too many levers are still left in the hands of the centre.

It is good news that 'County Deals' will be implemented, expanding the focus of devolution beyond metropolitan areas. But the first areas to go ahead have been selected by the Government based on its own criteria, and with little recognition of the complex fabric of local synergies as well as potential frictions on the ground. Going forward, there will be an opportunity to extend existing and new 'devo deals'. But the 'deal-making' process will remain competitive and thus, by definition, not available to all places – with the risk of creating winners and losers of devolution. Finally, Whitehall's direction of policy from the centre and the Treasury's control of financial priorities have been left untouched – meaning that, beyond alleged ambitions to boost devolution, the power-hoarding instinct that guides successive central government's action will persist.

The 'revolution in local democracy' promised by the White Paper is urgent. But it requires a radical shift of power and resources away from the centre, better and more balanced centre-local relations, a reform of the centre and not just constant institutional churn at subnational level, and a new constitutional settlement to make it stick. This is very much in line with the recommendations of APSE's Local Government Commission 2030. And it is a clear reminder that there's much the government can learn from the local level to get levelling up right – it just needs to be more receptive, and open up the process letting 'the local' in.

• *Arianna Giovannini is Interim Director of IPPR North. She is also Associate Professor/Reader in Local Politics & Public Policy and the Deputy Director of the Local Governance Research Centre (LGRC) at De Montfort University. Arianna is also a member of the APSE Local Government Commission 2030 Executive. You can download the final report of the Commission - Local by default - for free from the APSE website.*

# **The Deposit Return Scheme: What local authorities think**

APSE's latest report brings together the concerns of local authority waste teams across Scotland ahead of the roll-out of the Deposit Return Scheme; examining what the implications of this Scheme will be on service delivery in Scotland as well as for authorities in the rest of the UK.

Across the UK over three quarters of all councils have declared a Climate Emergency, and with that many are now developing their own action plans, as to how they can turn those pledges into positive actions. Waste and recycling for many councils is a core service and is therefore central to many of those pledges on climate change.

Indeed, in many areas the waste sector has been at the forefront of driving positive environmental changes; from public education campaigns to reduce the amount of waste we produce, to the need for a circular economy, in reusing and recycling waste, and minimising single use plastics and other materials.

In this context we find that proposals are emerging across the UK for Deposit Return Schemes. A DRS operates whereby a deposit is charged to the consumer for the use of drinks containers made from glass, aluminium or plastic to ensure those products are returned for reuse, to the manufacturer. This, it is argued, will ensure that the materials returned will be of a higher quality, more capable of reuse and recycling, and ultimately support the circular economy by avoiding the use of new raw materials.

That is why APSE decided to conduct some further research into Deposit Return Schemes using Scotland as an emerging case study, given it is ahead of other UK administrations in bringing forward proposals. Whilst this research publication therefore concentrates on the proposed scheme within Scotland some of the lessons learned are equally applicable to the rest of the UK.

Whilst many APSE member councils may support the principles of a Deposit Return Scheme, in creating higher quality recycling materials, ensuring greater producer responsibility, and avoiding the unnecessary use of raw materials, which support a circular economy approach, there are also many unanswered questions.

During the course of the research a number of issues emerged from roundtable events with refuse, waste and recycling industry experts within local authorities in Scotland. These issues were also considered against the broader responses received through the survey conducted to support this research.



Having conducted extensive consultation with our members, APSE makes the following recommendations:

#### 1. Go Live Date

We recommend that local councils continue to be kept fully informed as well as consulted with on the progress of the implementation in order to enable changes and modifications to services that will ensure a planned and smooth transition for the introduction of the Deposit Return Scheme.

#### 2. Support for revised compositional analysis

We recommend that all councils are offered support to create new data based on up-to-date compositional analysis. Whilst we recognise existing compositional analysis may still be reasonably valid in some areas this is not universal and appropriate targeted support should be available to all councils to ensure that the data being used to drive decisions, including operational and financial modelling, is fit for purpose.

#### 3. Modelling software to gauge the impact of changed assumptions

We recommend access to suitable software for all local councils to enable real time decision making and forward planning. This would be a low-cost solution but provide the opportunity to plan for changes with different scenarios. This avoids decisions being made on out of date, inappropriate or unrealistic assumptions.

#### 4. Charter review to consider the views of local councils

We recommend that the Charter and associated Code of Practice is reviewed with full consideration of the potential impact of the DRS on the ability of local authorities to comply with a code designed in a pre-DRS era.

#### 5. VAT on Deposits

We would respectfully request that the Scottish Minister for Finance and the Economy, Kate Forbes, MSP and Lorna Slater MSP, Minister for Green Skills, Circular Economy and Biodiversity write to their counterparts in Westminster to demand an urgent resolution to this matter.

#### 6. Contract advice and securing Best Value

We recommend that urgent advice is provided to local councils, which is consistent with their Best Value Duty, and which provides assurances on contractual issues; including the potential for compensation sums to current contractors / service providers. Arguments of Force Majeure may not hold since this is a creature of the contract itself and not a common law issue. It is therefore essential that advice is provided in a timely and consistent way.

## The success of any DRS approach, wherever in the UK, will benefit from the full involvement of local authorities in the rollout of such schemes.

APSE is firmly of the view that the success of any DRS approach, wherever in the UK, will benefit from the full involvement of local authorities in the rollout of such schemes. Governments across the UK must avoid uncertainty for local authority waste and recycling services, where great strides have been made to run those services with the maximum efficiency and foresight, including their business-planning decisions, which centre on investing in their workforce, vehicles, plant and disposal arrangements. Proposals which do not reflect the reality of council waste and recycling operations are destined to be problematic.

To download the report visit the APSE website .

- For more information about the report, and about how APSE can help your refuse and recycling service, please contact report author APSE Principal Advisor Louise Melville on [Imelville@apse.org.uk](mailto:Imelville@apse.org.uk). For interview opportunities, please contact APSE Head of Communication and Coordination Mo Baines at [mabines@apse.org.uk](mailto:mabines@apse.org.uk)



# An introduction to The Office for Environmental Protection

Richard Greenhous,  
Chief of Staff, Office for  
Environmental Protection



**“Our priorities at this time include continuing to put in place the systems, processes, people and resources we need as an independent body, and building relationships with stakeholders – which is why we were so keen to take this opportunity to engage with the APSE membership.”**

The Office for Environmental Protection is a new public body, and we are aware that many people will still be unfamiliar with the name and our role.

Set up under the Environment Act, the OEP has the principal objective to ‘contribute to environmental protection and the improvement of the natural environment’.

We will do this by holding government and other public authorities to account against environmental laws and targets. Our remit includes local authorities.

This is an extremely busy and exciting time for the OEP. Our powers commenced on January 24 2022, and we are currently consulting on our draft strategy and enforcement policy. The consultation can be found here and I urge you to seek this out, consider our proposed approach and have your say. The draft strategy and enforcement policy set out key aspects of how we intend to fulfil our role objectively and impartially, how enforcement will work, and how we will work with others.

We are also busy preparing to publish our first report commenting on the Government’s progress against its 25 Year Environmental Improvement Plan. We intend this to be a ‘stocktake’ and will be setting out the key building blocks that need to be in place for government to achieve its aims.

Our other priorities at this time include continuing to put in place the systems, processes, people and resources we need as an independent body, and building relationships with stakeholders so we properly understand their priorities and views – which is why we were so keen to take this opportunity to engage with the APSE membership.

To give a broader overview of our role, we have four functions under the Environment Act:

- Scrutinising EIP and environmental targets
- Scrutinising Environmental Law
- Advice on changes to Environmental Law and other matters
- Complaints and enforcement

In carrying out our work, we will be independent and act without fear or favour, be experts in our field and focus on serious strategic issues where our resources can have the most impact.

Dealing with complaints is a key part of an enforcement role, and I am sure this is of interest to APSE members. We will be receiving and acting on complaints where public authorities have failed to comply with environmental law. We have discretion on how we choose to prioritise and act on those complaints, and have a range of tools in our toolbox, with enforcement being only one and the last resort.

A few key things to be aware of: if a complaint clearly does not relate to an alleged failure to comply with environmental law, it is unlikely to be within our remit and may be more suited for consideration through alternative avenues, such as the Local Government and Social Care Ombudsman.

Also, if the public authority concerned has a relevant internal complaints procedure, the complainant should have already finished that procedure before we can become involved.

The Environment Act provides the OEP with an important and unique duty to monitor the implementation of environmental law. We have broad discretion on what we focus on and can choose to look at aspects of implementation by parties other than public authorities, for example where public authority oversight of private activities appears to be lacking.

The OEP can highlight failings or deficiencies and how these might be addressed. For example, we can identify where environmental law is or is not being properly implemented, or where it is not meeting its objectives – and we can help government better implement future environmental legislation.

We may ask local authorities to provide us with information, or you may wish to bring matters to our attention – for example an area of environmental law that you think does, or does not, work well and why. We are keen to make best use of your knowledge and experience as we contribute to environmental protection and the improvement of the natural environment. •

## New APSE Approved Partners:

# Welcome **Roadvert**

A unique advertising medium that has a significant audience reach both locally and nationally, Lawrence Craig, the founder and Chief Executive of Roadvert Ltd, spoke to APSE about how his organisation's cutting-edge technology can create much-needed extra revenue for councils.

There is a great opportunity for councils across the UK to support local enterprise in their home towns and cities by enabling SMEs to boost their presence among prospective customers using the sides of bin lorries and recycling trucks.

This increasingly popular method is proving a winning formula among local authorities and SMEs alike – generating extra income for both through increased sales among advertisers, and the ad revenue share with the council.

The scheme – the brainchild of vehicle graphics specialist Roadvert – has been gathering momentum since the first lockdown. With the end of pandemic restrictions in sight, more councils nationally are recognising its benefits and signing up.

According to Finder, around 60% of the population still work from home. It is a situation not likely to subside anytime soon as in the same survey, 26% of Brits claimed they planned on continuing working from home either permanently or part-time.

Slow moving, and visiting every street within a council boundary, the vehicles offer maximum visibility among potential customers and is a unique form of Out Of Home (OOH) advertising.

The idea of a 'No Cost To Council' revenue generation programme was carefully thought out using our assets, the ground-breaking Spedian Vehicle Graphic System, our council by council audience predictor software and the opportunity to employ telesales personnel from the BT Phone Book sales team. We call this service Roadvert - Ads On The Move

With the workplace dynamic shifting from office life to remote working, a significant proportion of the population are consigned to their homes. Therefore, it provides an ideal opportunity for local authorities to promote themselves and facilitates the means for local companies to promote their own messages - all at a very reasonable cost and at a time when they reopen for business.

Our software can predict the size of audience reach and the impact the advertiser can expect from their campaign.

In areas where we have piloted Roadvert Ads On The Move over the last twenty months, advertisers have repeated their orders proving that this unique media works.

This brand new Out Of Home media will be an important part of any local media schedule. We can predict the audience, change the ad in 15 minutes, the ad banners can be recycled for new products, or the advertiser can use them at their own premises or re-use them on the vehicles for seasonal messaging.

- *For more information about our new Approved Partner and how they can help improve your frontline service, please visit the APSE website.*



"I passionately believe that council vehicles such as refuse, recycling or street sweepers are a powerful Out Of Home media (OOH). They are the only form of advertising that travel in every street, road and avenue within a council boundary. This is why we invested in the assets to make this happen. There is huge untapped potential for local authorities in using OOH, in terms of effective advertising and creating much-needed revenue.

"APSE's outstanding reputation as the networking organisation for local authorities meant the decision to become an Approved Partner was a no-brainer. Everyone at Roadvert is very much looking forward to sharing our expertise and powerful communication software with the wider APSE family."

**Lawrence Craig, Roadvert CEO**

"It is no secret that the pandemic has had an enervating effect on the commercial income generation activity of councils. As we emerge from COVID, Roadvert's state-of-the-art graphic system and software will provide an innovative and indispensable tool for local authorities eager to get their commercial strategies back off the ground, generating income to be invested back into their local communities."

**Paul O'Brien, APSE Chief Executive**




# UK leisure framework

## Traditional Time-Consuming Procurement is a Thing of the Past

The UK Leisure Framework has a proven track record of delivering projects covering scoping, design, refurbishment, construction and marketing.

Projects can include new builds, refurbishments outdoor pitches, parks and open spaces, retail and high street redevelopments and much more.

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- ▶ Full delivery solution
- ▶ Driving value for money
- ▶ Ease of procurement
- ▶ Speed of delivery
- ▶ Delivering community benefits
- ▶ Developing sustainability
- ▶ Risk mitigation

  
Over **£155m**  
of committed investment in leisure projects

  
**58**  
Completed projects to date

For more information visit [www.leisureframework.co.uk](http://www.leisureframework.co.uk) or email [framework@allianceleisure.co.uk](mailto:framework@allianceleisure.co.uk)

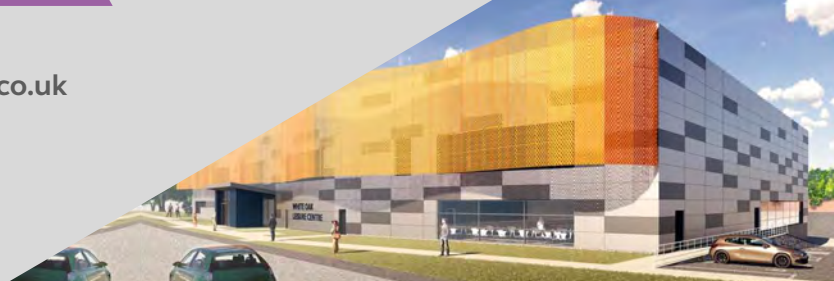


“ The UK Leisure Framework is unique in that it delivers an end to end solution for leisure developments. Whereas most Frameworks simply procure and manage the transformation of physical buildings, the UK Leisure Framework offers services that contribute to whole-community engagement, providing an efficient means of increasing opportunities for physical activity through the creation of inspiring active spaces. ”

**Jamie Groves**  
Managing Director,  
Denbighshire Leisure Ltd.

“ The UK Leisure Framework allowed the Council to avoid unnecessary bureaucracy and get our projects to market with expediency. Working with Alliance Leisure, provided a range of options, early cost certainty and our projects were delivered on time and within budget. ”

**Damian Hughes**  
Senior Manager, School Planning & Provision, Flintshire County Council





# Homes as power stations



Swansea Council's Home As Power Stations (HAPS) initiative is designed to help the authority achieve its ambition of becoming net zero by the end of the decade. Deputy Leader, Cllr Andrea Lewis, spoke to APSE about the success of the HAPS model so far, and the Council's climate action plans for the future.

There is no doubt any longer. The world is facing a climate emergency and the window of opportunity to change the way we live is closing rapidly. As recently as a decade ago the idea that local government could have a critical role on the frontline of the climate emergency was not really something many people could see. But that's not the case any longer.

Climate change is a global issue that must be managed with a global response. Yes, up to a point. But that response begins with us as individuals and families, making our own decisions to change. The next

step up in that hierarchy is local government. If every local government body in the world chooses to do the right things, then our global response to the emergency would be secure.

In Swansea that response is multi-faceted. A decade ago we began with the drive to reduce, re-use and recycle our waste. Working with 21 other local authorities and the Welsh Government, together we are now one of the top-performing nations in the world at recycling. Others come to us to find out how we do it.

Now we are planning to be a net zero council by the end of this decade. Already all our electricity is purchased from renewable resources, our off-road pedestrian and cycling network has grown by 25% in three years, our schools and communities currently generate 580kw of power from solar energy. We have the biggest electric vehicle fleet of any council in Wales, with more to come.

Setting an example matters. Local authorities are community leaders. If we don't lead by example, how can we expect others to share our vision? So while we're doing our bit, we're also encouraging and supporting others to do theirs. We are encouraging businesses, communities, young people and voluntary groups to join us and sign up to the Swansea Charter on Climate Action. We're asking people to make a decision on an individual basis – one by one – to change their behaviour in favour of the planet.

That's one of the reasons, to my mind, that our homes as power stations (HAPS) initiative matters. If we can show people it is easy to play their part in their normal daily lives, cutting energy costs and reducing their carbon footprint as they go, then we have a chance of success in the climate emergency.

## **We are now one of the top-performing nations in the world at recycling. Others come to us to find out how we do it.**

We began our journey with a first pilot scheme, which was an 18 unit development of Passivhaus homes. Following this scheme, the Council then developed its own Swansea Standard for new build housing. The Swansea Standard is a Fabric First approach, which uses key principles of passivhaus design, in maximising solar gain through orientation, incorporating high performance triple glazed windows, high levels of mass insulation, no thermal bridging, and extremely high levels of airtightness with a target of four air changes per minute.

To achieve HAPS the Swansea Standard is then combined with innovative and renewable technologies so our homes have Ground Source Heat Pumps (GSHPs), PV solar roofs, battery storage and Mechanical Ventilation Heat Recovery (MVHR) Systems. Each home can, at certain times, generate more energy than they use and the excess is stored in on-site batteries, available on tap for when it's needed.

To date we have completed two new build HAPS schemes comprising 34 properties using the HAPS model. We have also retrofitted six bungalows to this standard. In Spring this year, a further 25 HAPS properties will be handed over to new tenants, and there are more schemes starting this year. These schemes will also form part of the pathfinder projects for the Swansea Bay City Deal Homes as Power Stations project.

Feedback from tenants who have already occupied these new homes has been very positive and - at a time when almost all of us are worried about the soaring cost of energy - they have less to be concerned about than most.

But there is still much to learn about how we extend and improve the offer. The Swansea Standard has delivered on our obligation to the Wellbeing of Future Generations (Wales) Act thanks to supply chains being kept local, thereby benefiting local jobs, the local economy and the environment. We recruited 15 local full and part-time jobs, helped 25 apprentices learn new skills in innovative construction methods. And that, in turn, attracted significant interest from further education colleges with visits from 18 lecturers coming to see what we were doing and taking it back to the classroom. In doing this we're helping future generations of trade and construction specialists develop skills in building these types of property.

## **Feedback from tenants who have already occupied these new homes has been very positive and - at a time when almost all of us are worried about the soaring cost of energy - they have less to be concerned about than most.**

Learning from what we've done so we can build on the successes and improve on the ideas that have not worked out as well as expected is a vital part of the HAPS experience. Plus, there is the cost factor. We need to look at how we balance the higher construction cost of HAPS homes against the desperate need to build homes that are affordable to rent.

Swansea, like many other councils, has transformed what it does and how it goes about its work over the last decade to help lead our communities in tackling the climate emergency. Doing things that are ultimately easier, smarter and normal for everyone will influence and encourage others to join us. A decade ago Swansea's recycling rate was 45.2%. Now its 64.5% and on course to meet the Welsh Government's 70% challenge by 2025. Yes, hitting the Net Zero target by the Council by 2030 and for the whole of the city by 2050 is a tough task. But by putting the right infrastructure in place they can make it easier for people to make the decision to change and to do the right things to help tackle climate change. And, as our HAPS initiative has shown, that change can begin at home.

- *Cllr Andrea Lewis delivered a presentation on this topic at the APSE Full Association Online Meeting on 21 January. To download the presentation visit [www.apse.org.uk](http://www.apse.org.uk)*

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To enter the Community Awards 2022, please email: [marketing@aico.co.uk](mailto:marketing@aico.co.uk)

# Recruit, Retain, Retrain: Workforce planning in Wakefield

Glynn Humphries, Wakefield Council's Corporate Director for Environment, Communities and Climate Change, talks future workforce needs; the gaps in recruitment and the best ways to go about filling them.



Recruitment and retention is a major issue faced by many public sector organisations right now. We are, as are all councils across the country, seeing the pool of applicants reducing in all areas across the Council. And we know we need to develop and retain capable and skilled employees to be able to build resilience to deliver our objectives now and in the future.

Changes need to be made sooner rather than later to avoid a recruitment crisis. So, what can we do to tackle this issue?

You can no longer assume that working in local government is 'a job for life'. We need to make our opportunities interesting and make sure employees are part of the journey.

We need to look at what our future workforce needs are, identify the gap between the present and the future and put in place actions to 'mind the gap'. It's about getting the right number of people, with the right skills, employed in the right place at the right time, at the right cost. Workforce planning can enable sustainable organisation performance through better decision making about the future people needs of the business.

Here in Wakefield, we've introduced some excellent workforce initiatives. We have career graded posts, to show our commitment to developing employees right from the start of their journey, the offer for degree courses through the Apprenticeship Levy, flexible and hybrid working policies to support work life balance and excellent terms and conditions including generous annual leave allowance.

We certainly don't have all the answers but we want to have a go at getting it right. We know we need to do more and we're ambitious to do even better.

Next, we're looking to introduce graduate schemes and are exploring a structured coaching culture – right the way through the organisation. We're also exploring structured mentoring programmes, to guide and support staff through their journey, and looking at how we can continue to maximise the Apprenticeship Levy.

Do not sit back and expect talented and skilled people to come and find you. We must all be working to sell what we are and position ourselves as an 'employer of choice'. So go out there and sell your organisation – create a brochure, fully contribute to job fairs and revise job descriptions to show people what your organisation can offer them.

We can no longer assume that staff will be here for life, but we need to make sure that jobs are fulfilling and interesting so that people want to stay and develop with us, and rebrand ourselves away from being 'just the council'.

Find opportunities to sell your organisation as a great place to work and ensure that your working practices, employee benefits and development opportunities are clear to all potential applicants.

We all should explore supporting our own residents and children within our responsibility as an organisation. Let's invest in the people we care for and create opportunities. We need to develop and create a learning culture for all.

We also need explore multi-skilling our employees and creating transferrable skills.

I already know that Wakefield is a really great place to work and I hope this has shown you a little of what we have to offer too. This is another example of grabbing all the opportunities you can. And I hope this encourages others to come and see what we've got here in Wakefield.

- *Glynn delivered a presentation on this topic at the APSE Full Association Online Meeting on 21 January. To download the presentation visit [www.apse.org.uk](http://www.apse.org.uk)*

# CALL FOR ENTRIES

## **How to Enter**

Unlike many local government awards, the APSE Service Awards are UK wide so they are open to APSE member and non-member councils from across the UK. It is also FREE to enter.

## **Step One**

Decide which categories you would like to enter into. Remember you can even send in more than one submission in a category but... please do not send in the same submission across different categories because we will have to reject them other than the first one we receive.

## **Step Two**

Tell us! Please register your interest. You can do that online at [www.apse.org.uk](http://www.apse.org.uk) or you can use the form enclosed in this booklet and email it to [serviceawards@apse.org.uk](mailto:serviceawards@apse.org.uk). Please tell us by Thursday 31 March 2022.

## **Step Three**

Once you are registered we will send you the awards template. You can then start work on your submission. Use our hints and tips to enhance your chances of success. Once you are done send your completed submissions to us by 14 April 2022 to [serviceawards@apse.org.uk](mailto:serviceawards@apse.org.uk). Confirmation will be sent out by email after all submissions have been processed no later than 31 May 2022.

## **Step Four**

Put the kettle on and relax. The hard bit is done. It is now over to our judging panel of local government experts. We aim to let successful applicants know if they have been shortlisted as finalists by 29 July 2022.

## **Step Five**

Our shortlisted finalists will be invited to the Service Awards Charity Dinner. This provides a spectacular end to the APSE Annual Seminar, which will take place in Wales in September 2022.

## **Any questions?**

Please use our Q&A sheet and if that doesn't answer your question feel free to contact our APSE Service Awards team on 01698 459 051 or email [serviceawards@apse.org.uk](mailto:serviceawards@apse.org.uk).

**Good luck!**

**apse**

**service awards 2022**

# What's on Your Mind?

Two years since our world changed we wanted to understand what bereavement services providers - the often forgotten frontline - have been most focussed on. In speaking with customers and industry professionals, three themes emerged: Tech and Transformation, People and Processes, and Operations and Planning. Here is a very brief snapshot:

## Tech and Transformation

*"What is digital transformation?"*

Digital Transformation has become something of a buzz phrase, and unquestionably, the pandemic has changed how services and business interact with their customers.

In its simplest form... digital transformation is, "the adoption of digital technology by a company to improve business processes, value for customers and innovation."

For many, change can be daunting, however in our experience, where organisations had previously been considering upgrades to their current systems, this 'nice to have' was becoming a 'must have.'

## People and Processes

*"How can I save time?"*

Time. There is seemingly never enough of it. We're often asked how organisations can become more efficient. A common thread is the amount of time and effort required to do simple tasks. Quite often, that can be as a result of operating multiple systems, inefficient workflows or an over-reliance on manual tasks.

With a single, integrated system, tasks can take a fraction of the time. Changes don't need to be huge straight away - single, simple changes such as removing an unnecessary task, automating a step, or digitising a form can help.

*"What do I do with all this paper?"*

Very often, we see organisations that are heavily reliant on paper. Deceased records are often captured in old, delicate ledgers. Paper maps are quickly deteriorating, and are

sometimes of questionable accuracy. Burial instructions for grave-diggers for example, are sometimes printed and delivered to teams. All of this is time consuming, and prone to error in a setting where mistakes can not only be difficult for the families, but also increase the risk of legal action.

It can be heartbreaking to hear about loss of records or maps due to fire or water damage etc., and it is at those times, that the importance of having data stored in the cloud becomes clear - ensuring it's backed up, protected and easily accessible.

## Operations and Planning

*"How can I manage my inventory more effectively?"*

Another common 'pain point' of using disjointed legacy systems is a low confidence in data, making it nearly impossible to be sure of available inventory. Operations teams have been telling us that managing available inventory continues to be a significant challenge for them - and specifically the complications it poses for the audit process.

Being able to view data on what's selling and where is an important consideration for operations teams, and knowing exactly what you have available may become even more important as burial spaces become more scarce. For more, visit: [www.plotbox.io](http://www.plotbox.io)

*Notes to Editors:*

PlotBox is a cloud based death care management solution that facilitates cemeteries and crematoria in operating to world class standards. It is unique and significantly superior because unlike all other providers, it is the world's first solution to fully integrate two previously separate functions - software and mapping. The number and scope of problems this innovation solves, revolutionises the way death care facilities both operate and grow, changing the landscape of cemetery management forever.

Headquartered in Northern Ireland, with offices throughout the United States and Sydney, the growing team of over 60 across all locations gives PlotBox the capability to provide the same professional levels of service and satisfaction across the globe. Press Enquiries: Graeme Arthur, Content Specialist, PlotBox [graeme.arthur@plotbox.io](mailto:graeme.arthur@plotbox.io) [www.plotbox.io](http://www.plotbox.io) / [info@plotbox.io](mailto:info@plotbox.io)


 The logo for PlotBox features the word "PLOTBOX" in a bold, sans-serif font. The letter "O" in "PLOT" is replaced by a blue location pin icon. The "BOX" part of the logo is rendered in a lighter blue color, while "PLOT" is in a darker blue.



# Ensuring legacy and demonstrating the value of parks



Tamsin Fudge Head of Projects and Stewardship at Fields in Trust, highlights how the charity's partnership working with local authorities is helping to protect as much of our vital green infrastructure as possible.

I had the privilege of presenting to the APSE Northern Region meeting in January this year, and hope that this shorter, snappier version will be of interest to the wider APSE membership. I thought it would be good to include information on the flexibility built into our legal protections, to do a little myth-busting for anyone thinking about protecting their green spaces with us.

Fields in Trust has been working with local authorities and landowners for almost 100 years, to legally protect parks and green spaces forever. That said, we still only protect about 6% of the parks and green spaces across the UK. And we'd like to protect even more.

As the UK's only charity that champions the value of parks and green spaces, we know how pivotal they are to several priority agendas local authorities are addressing: climate change mitigation, levelling-up, pandemic recovery, health and wellbeing. Our mission is to work with you to ensure green spaces are around to contribute to your strategies for generations to come.

Parks are a non-statutory function, and they are at risk of loss to development. We are ready to partner with local authorities who want to work at scale and capture large proportions or all of their green space portfolios under our protection. The act of protecting green spaces is a demonstration of their value to people and the planet, and a vital resource needed to achieve a range of objectives.

We know that local authorities are under pressure from many angles, to provide their communities with the housing, services and infrastructure needed. So it's important for any local authority to know how to balance these pressures with protecting a green space forever with Fields in Trust.

**We know that local authorities are under pressure from many angles, to provide their communities with the housing, services and infrastructure needed. So it's important for any local authority to know how to balance these pressures with protecting a green space forever with Fields in Trust.**

We protect land through a Deed of Dedication in England and Wales, and through a Minute of Agreement in Scotland. During the drafting of the legal documents, we ask you to take into account future plans for the land, parts that may need to be omitted, plans for extending car parks or adding buildings or hard standings, things like that. We do this to minimise the need for potential alterations in the future, and because we know these spaces work hard for local authorities and must adapt as the needs and communities around them change.

Once a space is protected, we provide an ongoing stewardship service for leases, easements, wayleaves, adaptations to the space and buildings, and land transfers. Many of the changes a local authority might want to make, won't need our approval, such as updating the public amenities. But some changes require our approval, such as new buildings or extensions to car parks. This approval process ensures that the original recreational purpose of the land is upheld. You can find out more about this by searching 'field change requests' on our website <https://www.fieldsintrust.org/field-change-request>

There are times when a green space or part of it is needed to solve a local problem - a new hospital or school for example - and there is no other land option. That is where our disposals policy kicks in. In these cases, we will ask you to find an area of land of the same quality and size (or bigger) to provide as a replacement green space that can be protected with us. Ideally it will also need to service the same community as the original protected space. Our mission is to protect as much green space as possible forever, but we do not expect every blade of grass to remain unchanged.

We are currently working with Liverpool City Council which is the first local authority to commit to protecting 100% of their parks and green spaces forever - benefiting community health and the local environment. Wrexham County Borough Council has committed to protect their ten country parks as part of a drive to carbon neutral operations, and The City of Edinburgh Council is also protecting most of its urban parks ensuring most residents are within a ten-minute walk of a protected green space. We are also in early discussions with six other local authorities to protect at scale. Protecting large portfolios is an efficient way to make the most significant impact for local communities and the environment.

We ask each partner local authority to collaborate on a funding and communications plan and to sign a partnership agreement with us. As a charity we need to make sure that we maximise these amazing programmes of work to ensure our sustainability and to really shout about the future-proofing choice the local authority has made.

**We are currently working with Liverpool City Council which is the first local authority to commit to protecting 100% of their parks and green spaces forever - benefiting community health and the local environment.**

Other than our protection programmes, we have a lot to offer from our annual 'Green Space Index' which is packed with great data to help you understand how your green spaces are supporting your communities and where your attention may be best focused <https://www.fieldsintrust.org/green-space-index>. The 2022 analysis will be launched in May. As well as our benchmarking tool for planners and landscape architects designing recreational open space - the 'Guidance for Outdoor Sport and Play' which 75% of local authorities use regularly. And to support you in the future we are now exploring how green spaces, especially those that are protected, are contributing to climate change mitigation.

Legally protecting your green spaces with Fields in Trust is a flexible and sustainable way to ensure the greatest impact for people and the planet, now and for the future. If you would like to know more or are ready to partner with us, drop me a line and let's get started. Tamsin. [Fudge@fieldsintrust.org](mailto:Fudge@fieldsintrust.org) •



*Tamsin will be speaking on this topic alongside Chris Lomas, Assistant Director Environment, Liverpool City Council, at the upcoming APSE Parks Seminar in Manchester on 30 March. Visit the APSE website to book your place.*



# All change in the cleaning and hygiene industry

Simon Hollingbery, Company Secretary at the British Cleaning Council, discusses the profound impact COVID-19 has had on the cleaning sector, as well as the recent establishment of the All-Party Parliamentary Group for cleaning.



**The inauguration of the All-Party Parliamentary Group for the Cleaning and Hygiene Industry in February last year was an historic day for our sector.**

The past two years have seen major developments in the cleaning and hygiene industry. Part of this has been down to the huge impact the awful experience of the COVID-19 pandemic has had on the sector and the UK generally.

Despite the fact that our sector employs 1.47 million people and is one of the ten biggest in the country, before the pandemic it was often described as 'invisible'.

Since then, the public's attitude towards cleanliness and the work of cleaning and hygiene staff has been transformed.

My cleaning and hygiene colleagues have played an essential role throughout the pandemic, keeping key sectors going such as healthcare, social care, education, key public services, local and national Government, the transport network, supermarkets and the food supply chain.

Staff working in the manufacture and supply of products such as masks and hand sanitiser also had a key role to play.

Sector personnel have bravely worked on the frontline to protect the health and safety of others and consistently gone above and beyond to deal with increased workloads due to extra protocols processes designed to protect people from the virus.

Once the UK finally recovers from the pandemic, thanks to the lessons we have learnt about the importance of cleanliness and hygiene over the last two years, I think the role of the cleaning and hygiene sector and its staff in maintaining clean, sanitised and safe premises and environments will continue to be vital.

I expect to see a larger investment in cleaning programmes throughout the UK with enhanced specifications and more frequent schedules for years to come, in order to meet the public's expectations of continuing high standards.

We have been very concerned in recent months about the severe staff shortages which have put a huge extra burden on many sector personnel.

Recruiting into the cleaning and hygiene industry became more difficult following Brexit, as tighter immigration rules restricted many overseas workers from entry, resulting in widespread vacancies.

As a result, we have seen cleaning hygiene colleagues stretched to breaking point, covering for absent colleagues as they strive to keep key sectors going, protect people's health and stop the virus spreading. I cannot praise our heroic cleaning workforce enough.

Another key development was the inauguration of the All-Party Parliamentary Group for the Cleaning and Hygiene Industry in February last year, in what was an historic day for our sector.

The BCC pushed for the establishment of the APPG, with tactics such as asking industry employers and member organisations to contact their local MP in support.

We also hired Stephen Kerr, the former MP for Stirling who has since become an MSP, to coordinate lobbying for the APPG, setting it up and using his connections to attract supportive MPs to join.

As a result, a total of 53 MPs and three Members of the House of Lords joined the group and it has representatives from all six major parties, making it one of the bigger and most credible APPGs.

The APPG will help make policy-makers aware of the vital work our sector does and ensure the sector's voice is heard in decisions that affect it.

An industry of such large scale and huge importance as the cleaning and hygiene sector needs to have this kind of representation in Parliament.

The APPG agreed to lobby Government on key industry issues including:

- Recognition of the essential role of cleaning and hygiene personnel, including their vital and skilled role in the fight against Covid-19 and all other forms of contagion.
- Promotion of the real Living Wage on the basis that a fair day's work merits a fair day's pay and is recognition of training and skills achieved.
- Advocacy of best practice in mental health and mental health awareness as part of employee care and well-being.

In addition, since late last year, we have been seeking to highlight the severe staff shortages for which we urgently need Government help.

Progress on some of these key areas has been slower than we would have liked but we are determined to achieve our key strategic objectives, so we are currently rethinking our approach.

One area where excellent progress has been made is the drive to create an accredited industry-wide training programme and apprenticeship for the whole sector.

There is currently no apprenticeship scheme which provides the training in technical skills needed by cleaning and hygiene operatives working outside health care.

This leaves many cleaning and hygiene sector employers with no suitable option for investing Apprenticeship Levy funds on training staff.

The creation of an apprenticeship programme for our sector is a hugely important initiative which will ensure that staff have the skills needed to work in an increasingly technical and professional industry and will help create a career pathway so we can attract the new entrants we need. The idea has been overwhelmingly supported by BCC members and employers.

## The creation of an apprenticeship programme for our sector is a hugely important initiative

So we were delighted to see the recent publication of the first draft of proposals for a Cleaning Hygiene Operative apprenticeship, which was drawn up by a Trailblazer group sponsored by the BCC.

It is hard to believe that so much has happened in the industry in such a short period.

- *Simon will be speaking about the creation of the APPG for the Cleaning and Hygiene Industry at the APSE Facilities Management, Catering and Cleaning Seminar 2022 in Nottingham on 3 March.*

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# “Healthy school meals provide a lifeline for children facing food insecurity”



Sharon Hodgson MP,  
Chair of the APPG  
for School Food

**“Alarming statistics are beginning to show the effects of the pandemic on the health of our most disadvantaged young people and children – Already a baby born in Gateshead is expected to live 15 years less than a baby born in Grantham”**

School meals are a lifeline for so many children – but far too many are missing out as the perfect storm sees children left behind.

As we approach a new tax year, children and families are about to face the perfect storm, with skyrocketing energy bills and a hike in national insurance, matched by an increasingly expensive weekly shop, a cut to Universal Credit and, in many parts of the country, rising council tax. As the choice between heating or eating becomes commonplace, never has school food been so important.

The audience to this article will know all too well that hungry children cannot learn, but in too many places across the UK, this simple phrase is becoming an incredibly complex reality for young people and children. Alarming statistics are beginning to show the effects of the pandemic on the health of our most disadvantaged young people and children – something which will in time translate into poorer life expectancy and higher morbidity rates. Already a baby born in Gateshead is expected to live 15 years less than a baby born in Grantham; this will only be further exacerbated.

Healthy school meals provide a lifeline for children facing food insecurity. However, more children are falling into poverty but remain ineligible for free school meals.

As Chair of the All-Party Parliamentary Group for School Food, I believe this crisis needs urgent Government attention before it becomes a public health catastrophe.

The recent Government White Paper on Levelling Up appears to recognise the role of school food and the importance of the healthy and nutritious food which local council catering teams provide.

The White Paper has positively listened to school food organisations, head teachers and pupils who have emphasised the importance of monitoring school food against mandatory standards. Schools will have to publish a ‘whole school food’ approach, which will be piloted by the Food Standards Agency – support is being given to governors to make this a reality. These commitments are also to be joined by better support for food teachers for food education.

And while the White Paper has taken forward some recommendations from Henry Dimbleby’s National Food Strategy review, it leaves significant gaps which the forthcoming White Paper on the National Food Strategy review must address.

Statistics show the importance of making healthy school food accessible in order to stem the prevalence of obesity which has risen markedly since the start of the pandemic, no more so than for children from deprived backgrounds. While the Community Eat Well programme enables GPs to prescribe exercise and healthy food, you only have to acknowledge GP waiting times to see potential problems along the way. Meanwhile the White Paper is marked by a lack of progress in the Government’s obesity strategy and commitment to tackling junk food advertisement.

The Levelling Up White Paper pays little attention to the disparities that exist in access to school food. School meals could be perfect, but as long as children facing food insecurity in the home fail to access healthy food at school, the Government is leaving children behind and levelling up will fail. Food insecurity and obesity prevalence continue to rise and though the White Paper promises policy to level up, local council catering teams will have to make up that ground as areas continue to be left behind. The lasting impact on the public health of areas with high deprivation will cause inequality for generations.

Levelling up requires action, not just warm words from Whitehall. The Government must pay serious attention to school food as more families and children fall into poverty.

The wait for the White Paper response to the National Food Strategy continues.

- Sharon will be speaking on this topic at the APSE Facilities Management, Catering and Cleaning Seminar 2022 in Nottingham on 3 March.

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# Point of View

## “I think I’ve found the next generation of council chiefs”



Michael Greene,  
Chief Executive at  
Scarborough Borough  
Council

**“The APSE Local Government Commission offered up a series of sensible, visionary proposals to re-invigorate local government and help it release the massive unrealised potential which exists.”**

I read with interest the recent LGC article “where is the next generation of council chiefs?”

I think I’ve found them. I recently had the privilege to meet 180 new graduates coming in to our sector through the Local Government Association’s National Graduate Development programme.

I was really pleased to be asked to deliver a session on leadership in local government and my journey to being the Chief Executive of Scarborough Borough Council.

I found the session hugely rewarding and it was exciting to see so much passion, energy and optimism joining our sector to contribute to the future. That said it did make me feel a little old!

One of the things I was asked about is my views on the future of local government and what will be needed from leaders in the future.

It made me think about the sector, my own personal experiences and also the future ahead for me.

As a chief executive, at 37, I know I have many laps to run around the pitch before I hang-up my boots.

I hope to have another 30 years in the sector I love and care about. I feel a responsibility to shape its future and encourage our future leaders to do the same.

I reflected on the past couple of years and the unbelievable challenges we have been facing as a sector, and here in Scarborough.

They’ve included budget savings and transformation, health reforms, elections, devolution, local government reform and delivering a huge regeneration agenda.

All of that has been set against the backdrop of the biggest challenge our communities have faced since the Second World War: COVID-19 and the recovery needed as a result of it.

I often reflect on the fact that my four year old son and 1 year old daughter along with future generations will learn about how we pulled together as a nation during this difficult period, as people did during the war years.

I truly believe the remarkable and inspiring way in which local government has risen to

the challenge will be remembered favourably as our place in history. We have supported the vulnerable, been there when our communities needed us the most and supported the national COVID-19 response.

Despite all the challenges we face, the pride I have for all of our incredible teams for all the work they have done has given me a spring in my step about the future.

So what will local government be like in the future or, more importantly, what does it need to be to support our communities to flourish?

I think the excellent ‘local by default’ work by the APSE Local Government Commission has captured it perfectly for me.

It placed a spotlight on some brilliant examples of innovation and service delivery which is changing lives. Critically, it offered up a series of sensible, visionary proposals to re-invigorate local government and help it release the massive unrealised potential which exists.

I firmly support the view of the Commission that the public policy challenges we face cannot be resolved in a top-down way through Westminster or the devolved governments. If we are to succeed, councils must be entrusted with the powers and resources to do what we do best.

The argument for a new deal enshrined in a new constitutional settlement is a compelling one and one which will both protect and turbo-charge delivery at a local level.

Local government has proven during the pandemic that we can deliver at pace and for the benefit of our communities.

If we are truly to level up we must unlock this potential further.



# APSE Scotland Fleet, Waste and Grounds Seminar 2022



## A look ahead to APSE Scotland's Fleet, Waste and Grounds Seminar 2022

Nestled in the northwest corner of the majestic Cairngorms National Park, and surrounded by the iconic Highland scenery, Aviemore remains one of Scotland's most charming locations. After a two-year break, APSE is delighted to once again announce we will be returning to the picturesque town as part of APSE Scotland's Fleet, Waste and Grounds Seminar 2022.

Against the glorious backdrop of the Cairngorms, local government specialists in fleet, waste and grounds services will gather with the UK's leading suppliers to debate the future of these services and to explore new and exciting innovations within the industry.

The event features Scotland's largest trade exhibition of its kind with over 100 exhibition stands already confirmed. With delegates have the unique opportunity to question suppliers about their latest products and pricing.

However, Aviemore is far more than just an exhibition. The Seminar – kindly sponsored by ACL Hire – 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.

Though the programme has yet to be finalised, we are delighted to announce that Claire Gilmore, Traffic Commissioner for Scotland, will be joining us to discuss the responsibilities of fleet managers and the latest issues affecting the sector. In terms of topics, themes and areas for discussion, delegates can look forward to an event packed full of information on alternative fuel vehicles, the National Litter and Fly Tipping Strategy consultation, as well as waste collection apps and refuse vehicle in-cab technologies. We will also be looking in-depth at APSE's latest report on the Deposit Return Scheme and its implications for local authorities.

Book your place now! Visit [www.apse.org.uk](http://www.apse.org.uk)

**17 and 20 May 2022**

Aviemore



## Skills to support the u

A wide range of skills are needed to support identify the key skills that will be required to recharging infrastructure, sales and leasing study to help identify the likely uptake of below with more details available in the full

# Skills gaps remain in transition to net zero transport in Scotland

A report, commissioned by Transport Scotland, has identified key skills gaps that will slow down the transition to a net zero transport sector.



### HDV fleet in Scotland

**52,030**

Heavy Goods Vehicles, buses and coaches, comprising of:



**14,560**  
Buses and coaches



**19,560**  
Heavy goods vehicles  
▲ (3.5T to 18T)



**17,910**  
Heavy goods vehicles  
▲ (18T+)

The HDV fleet also consists of a large number of other vehicles, such as construction and agricultural HDVs. However, there is a lack of robust data to quantify the exact number.



### HDV Garages - current and future plans

Technology	Currently able to inspect, repair and maintain	Intend to offer in future
Battery Electric	34%	95%
Hydrogen Fuel Cell	2%	41%
Biomethane	5%	11%

Population of key job roles:



**2,500**  
HDV Technicians



**25,200**  
Large goods vehicle drivers

**The report highlighted two issues for the sector: skills shortages – where there is training provision but not enough trained people; and skills gaps – where there is a shortfall in skills provision.**

The report, published in late 2021, was focused on the skills requirements for the Heavy Duty Vehicle (HDV) sector which includes lorries, fire engines, and refuse collection vehicles. The sector accounts for about 12% of total transport emissions in Scotland and the volume of HDV traffic is forecast to rise in the coming years.





The report highlighted two issues for the sector: skills shortages – where there is training provision but not enough trained people; and skills gaps – where there is a shortfall in skills provision.

It highlighted that there is a potential skills shortage in manufacturers/systems integrators at both engineer and technician level, in areas such as electronics, electrical engineering, and software as vehicles become more reliant on electrical systems including battery-powered vehicles.

The report also highlights the importance of training for hydrogen vehicles, stating skills shortages exist for engineering and manufacturing of high-pressure gas systems both for vehicles and hydrogen infrastructure, including safety training.

# Uptake of low carbon HDVs

the uptake of low carbon Heavy Duty Vehicles (3.5 tonnes and over) in Scotland. Transport Scotland commissioned a study to decarbonise the HDV fleet in Scotland across a wide range of activities including vehicle manufacture, fuel production, refuelling, vehicle operation, inspection, repair and maintenance and end of life/second life. Over 90 stakeholders have contributed to this low carbon HDVs by 2026 and 2032 and the skills required to support this change. The key findings of this study are summarised in a report available on the Transport Scotland website ('Skills to Support the Uptake of Low Carbon Heavy Duty Vehicles', 2021)

	2026	2032
<b>Bus and coach</b> 	Diesel	Diesel
	Battery Electric	Battery Electric
	Hydrogen Fuel Cell	Hydrogen Fuel Cell
	Hydrogen Direct combustion	Hydrogen Direct combustion
	Biomethane	Biomethane
<b>HGV (3.5T to 18T)</b> 	Diesel	Diesel
	Battery Electric	Battery Electric
	Hydrogen Fuel Cell	Hydrogen Fuel Cell
	Hydrogen Direct combustion	Hydrogen Direct combustion
	Biomethane	Biomethane
<b>HGV (18T+)</b> 	Diesel	Diesel
	Battery Electric	Battery Electric
	Hydrogen Fuel Cell	Hydrogen Fuel Cell
	Hydrogen Direct combustion	Hydrogen Direct combustion
	Biomethane	Biomethane
<b>Other</b> (e.g. construction & agricultural vehicles) 	Diesel	Diesel
	Battery Electric	Battery Electric
	Hydrogen Fuel Cell	Hydrogen Fuel Cell
	Hydrogen Direct combustion	Hydrogen Direct combustion
	Biomethane	Biomethane

**Key:** ■ Leading use ■ Significant use ■ Lower scale use ■ Very limited / no use

Percentage of HDV fleet that is/ likely to be low carbon			
	2021	2026	2032
<b>Bus and coach</b>	0.4%	10% to 25%	30% to 50%
<b>HGV (3.5T to 18T)</b>	0.04%	5% to 10%	15% to 40%
<b>HGV (18T+)</b>		1% to 5%	10% to 30%
<b>Overall</b>	<0.2%	5% to 12%	17% to 37%

### Future skills shortages/ gaps

- Manufacture of parts, components, systems and fuels**  
Electrical, electronic, power, software and high pressure gases (technician and engineer level)
- Manufacture of vehicles**  
Design engineering, systems integration, electrical (technician and engineer level)
- Vehicle sales/lease**  
Telemetry, matching duty cycles to low carbon vehicle options, defining refuelling/ recharging needs, total cost of ownership
- HDV operation**  
Identifying and assessing low carbon vehicle options, developing business cases, optimising operations with mixed fleet
- Inspection, repair, maintenance, recovery and emergency services**  
Safe working on low carbon HDVs including electric and high pressure flammable gas, technical R&M skills
- End of life/ second life**  
Safe working on low carbon HDVs, technical diagnostic and refurbishment skills

**00** Goods drivers  
**8,200** Bus and coach drivers  
**31,400** Emergency service workers

Chris McGhee, Senior Policy Advisor in Transport Scotland's Low Carbon Economy Directorate, said the research, "Gave an indication of the attractiveness of different low carbon propulsion systems in the short and longer term. This showed that by 2026, diesel is still likely to be the dominant fuel across each of the four sectors of Heavy Vehicles: buses and coaches, large and smaller HGVs, and other types of vehicles, including those for construction and agriculture."

He adds, "The research suggested that, by 2032, battery electric and hydrogen fuel celled HDVs are expected to be more popular. With battery electric vehicles likely to constitute a significant proportion of the HDV fleet across all market sectors, particularly bus and coach, where it could begin to challenge diesel as the leading fuel type."

Stuart Jackson, the Innovation and Skills Team Leader, welcomes the findings but states that this is only the beginning, "Scotland has set world-leading targets for net zero transport including 'to remove the need for new petrol and diesel heavy vehicles by 2035'. Furthermore, in 2020, the Scottish Government pushed for the publication of a Climate Emergency Skills Action Plan (CESAP). We are committed to ensuring

future skills provision is aligned to the CESAP's priorities and are engaging with skills providers and businesses to ensure Scotland can deliver a just transition to zero emission mobility by reducing emissions in a fair way to create a better future for everyone."

The report is published on Transport Scotland's website.

- Chris McGhee and Stuart Jackson of Transport Scotland spoke on this topic at the APSE Transport and Mechanical Advisory Group Meeting on Wednesday 9 February. Visit the APSE website to download their presentation.

For more information about this Group, and how you can involved, please contact APSE Principal Advisor Louise Melville on [lmelville@apse.org.uk](mailto:lmelville@apse.org.uk)



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Cemeteries  
& Crematoria



CDS  
Parks  
& Leisure



CDS  
Environmental  
Solutions



# It's our experience of what you can't see, that helps create our beautiful spaces

Formerly known as Cemetery Development Services, The CDS Group has been on an incredible journey.

We have undertaken over 400 feasibility studies and completed over 40 new cemeteries in the UK and overseas. As a result of the success and reputation in the cemetery market, CDS expanded into designing and developing new crematoria sites for both private companies and local authorities using our inhouse team of engineers and architects.

Our dedication to your vision has enabled us to gain recognition in both the cemeteries and crematorium market, **but now we are expanding.**

Our business now focuses on three distinct areas, namely Cemeteries and Crematoria, Parks and Leisure, and Environmental Solutions.

Our Parks and Leisure team can help design sports facilities, landscaping of parks and public spaces as well as designing drainage solutions.

The Environmental team can assist with investigating contaminated land sites under Part IIA and brownfield land, bringing to life forgotten parcels of land, helping to contribute to the local community and provide potential income generation for the local authority.

We currently have new sites under construction with many more in different stages of project feasibility, design and planning. The quality of our work has not changed; maintaining the high level of service you expect.



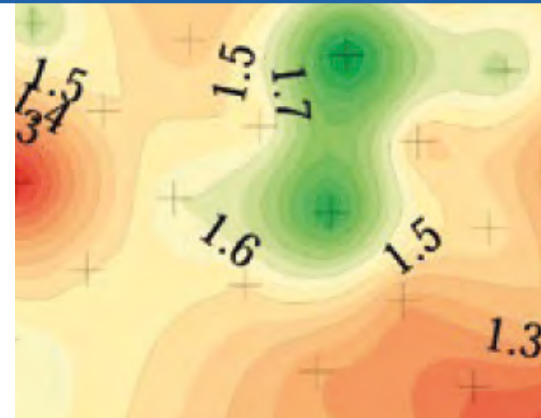
CDS are with you every step of the way, from Feasibility Studies, Landscape and Concept Design through to Planning, Construction and Delivery, ensuring a seamless experience from inception to completion.

Our team of highly qualified specialists - field surveyors, engineers and designers - are committed to creating beautifully landscaped and thoughtfully constructed developments.

Ones that have distinctive spatial qualities but also offer excellent commercial value, and that are low-maintenance environments with minimal operational costs.

Our Green Agenda also ensures that our developments are environmentally friendly, offer reductions in emissions and pollution whilst helping improve biodiversity.

For more information on how The CDS Group can help, please phone us on +44 (0)1525 864387 or visit our website.



# It's easy being green with APSE Training's Carbon Literacy programme

Carbon Literacy for Local Authorities is one of APSE Training's most popular courses. Communications Officer, Matt Ellis, sheds light on how this course will help strengthen your hand at fostering a more carbon aware culture in your local authority team.



*"The time has now come for us to cherish our green inheritance, not to pillage it – for without it, we will surely perish."* Sir David Attenborough

With millions tuning in to the latest BBC nature series Green Planet, viewers across the UK have once again been reminded of the highly fragile nature of our planet's ecosystem. Though the main focus of the series is biodiversity, lurking in the background is an acknowledgement that human activity, in the form of man-made carbon emissions, is an enormous threat to the delicate balance of nature.

The need to confront this threat will be the defining issue of the coming decades. Extreme weather events, combined with rising temperatures and sea levels, has culminated in international agreements to try and stem and hopefully reverse the amount of carbon in our atmosphere. Behind these international agreements lie a complex patchwork of more localised commitments, represented in the UK by the 200+ local authorities that have declared climate emergencies.

Announcing a declaration is one thing, but how can a local council and its constituent teams deliver on it? This is the tricky question that APSE's Carbon Literacy for Local Authorities provides the answers for.

Delivered in conjunction with the Carbon Literacy Project and split over two half-day sessions, I attended the online course alongside many of my colleagues, all of whom were informed that by the end of our training we would:

- Gain an understanding of the basic science of climate change and how climate change will affect us both globally and locally.
- Gain an understanding of how climate change will affect local authorities.
- Explore the low carbon objectives in the Local Authorities sector.
- Create an action plan to help reduce the carbon footprint of your workplace and your Local Authority.
- Explore strategies for influencing others to take action on climate change.

## The Basic Science of Climate Change

It was a case of 'back to school' in the first module of our training as we were treated to a mini science lesson (minus the Bunsen burners) exploring the fundamentals of climate change and which human activities are responsible for accelerating it. Through a range of infographics, videos, group discussions and activities, we learnt about the various greenhouse gasses, which of our everyday human activities cause their release, and their impact on our environment.

## Global and Local Climate Change Policy Impacts

Next up the focus turned to climate vulnerability, both across the world and at home. Through a combination of interactive maps and videos, we learnt that the world's poorest will be at the sharpest end of climate change if the drive to mitigate carbon emissions does not take their concerns seriously and plan action accordingly. We then delved into a rich variety of case studies looking at how socially-aware climate action was being applied through the UK by local councils, from urban greening to solar farms to locally-sourced foods in schools.

## I'm in: Climate Change Action

Continuing on the theme of action, our penultimate unit brought attention to the various tools we can use, both corporately and individually, to help measure and reduce our carbon footprint. Several group activities followed – including a Dragon's Den style task - teasing



**Announcing a declaration is one thing, but how can a local council and its constituent teams deliver on it? This is the tricky question that APSE’s Carbon Literacy for Local Authorities provides the answers for.**

out carbon reduction opportunities in our work and social lives, and demonstrating how easy and effective creating such carbon reduction plans are.

**Priorities, Planning and Influencing**

The final unit crystallised our learning into an action plan - on a personal level, department level and corporate level. Furthermore, it provided excellent tips on how to talk to people about climate change, swaying sceptics by connecting that value to climate change with a story; creating a positive future you both can aim for is far more likely to inspire action.

**There is no Planet B**

At times climate change can feel too distant, or action on tackling it seem futile. This training course will comprehensively dispel these myths.

Having recently received my Carbon Literacy Project Certificate, I was reminded of another famous David Attenborough quote on the need for action on carbon emissions: *“The natural world is fading, the evidence is all around... (But) if we act now, we can yet put it right.”* Whether you are an officer, director, chief executive or elected member, APSE’s rich suite of carbon literacy courses will give a real creative jolt to you and your council as you aim to put things right.

• For more information about APSE’s rich suite of carbon literacy courses please contact Head of APSE Training Fiona Sutton-Wilson on [fsuttonwilson@apse.org.uk](mailto:fsuttonwilson@apse.org.uk)



Help to forge a sustainable future for your local authority and area by booking a place on our carbon literacy training course!



**Carbon Literacy for Local Authorities**

£175+VAT (APSE members) £285+VAT (Non-members) *This course is also available as an in-house option*

Ran in conjunction with APSE Energy, this highly interactive course will help you:

- Understand and be able to explain the basic science of climate change and how climate change will affect us both globally and locally.
- Evaluate the climate change objectives in local authorities and analyse the impacts.
- Construct your own strategies to take action on climate change.

This course will be delivered online via Microsoft Teams and includes a mixture of presentations, video conferencing, group work, games, quizzes and video.

This course is run online as a full day or as two half-days. An additional two hours of individual work is required to achieve the Carbon Literacy Award. This will include a video link prior to the training and a self-assessment of learning, which is submitted to the Carbon Literacy Project. [BOOK YOUR PLACE HERE](#)

# Supporting you to improve your private sector housing stock

Lendology CIC are a social enterprise lender regulated by the Financial Conduct Authority. We lend council capital to a range of homeowners. We work with our council partners to understand their strategic housing objectives, and provide guidance on loan policy to drive activity.

As a not-for-profit lender, we are able to support homeowners with a particular focus on those who may be financially excluded.

We currently deliver the following schemes in partnership with our existing councils, although our flexibility means we can support you to create your own scheme, based on the unique housing issues you would like to address.

Empty Property Loans to bring empty properties back into use

Landlord Loans to support Minimum Energy Efficiency Standards (MEES)

Renewable Energy Loans for climate retrofit measures

Home Improvement Loans for general repairs

Disabled Facilities Loans to top-up DFGs and support independent living at home



"Lendology provide a vital option to homeowners who are struggling to finance house repairs and improvements. The direct and flexible support that is provided offers a huge benefit to our residents."

*Torrige District Council*



"It's a really beneficial partnership and solution to the provision of funding for the renewal and improvement of local housing stock."

*North Somerset Council*

"It was very helpful to us and our current circumstances. They provided a solution that was easy to understand and flexible."

*Lendology Borrower*



For more information and to discuss your housing objectives, contact Emma Lower, CEO at Lendology CIC on [emma.lower@lendology.org.uk](mailto:emma.lower@lendology.org.uk) 01823 461099 or visit [www.lendology.org.uk](http://www.lendology.org.uk)

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# London's Changing! How will you be affected?

This year, London was the site of many changes. With the Ultra Low Emission Zone expanding, engine specifications for HGV updating, the implementation of the new Direct Vision Standard, and an update to the Highway Code, a lot has happened that could affect your work and travels. However, if you are operating a Bucher Municipal road sweeper these rules may not apply...

The current Direct Vision Standard announced in 2021 means a HGV vehicle must meet at least a 1 out of 5 star safety requirement in order to be permitted within London, and going forward into 2024, HGVs rating below 3 stars will not be allowed within some London borders without facing a penalty fine. These safety features focus on how much direct vision the driver has of the road, cyclists and pedestrians while inside the cab. If your vehicle does not meet the requirements set out by Transport for London, then there are measures that can be implemented in order to improve the field of vision for vehicles. These include camera monitoring systems, sensor systems, driver alerts, and class V/VI mirrors.

Bucher Municipal believe that the safety of road users is paramount. In 2013 alone, HGVs were involved in over 60% of incidents leading to cyclist fatalities in London. This isn't an isolated issue either - high mortality rates that involve HGVs are nationwide. HGVs make up only 2% of the vehicles on the road across Europe but are involved in 15% of fatal road collisions.

These figures have prompted other European cities to follow in London's footsteps, nine other major cities including Berlin, Paris and Stockholm have also agreed to introduce a direct vision standard, therefore it is only a matter of time before other UK cities follow suit.

Road sweepers however are exempt from this new law. The slow speeds while working and necessity of road sweeping in London means that any road sweeper operating within these borders do not need to make these direct vision changes and will not incur a fine. They do still need to apply for a permit through the TFL website, but this is free and a very quick process.

Similarly, as of the end of January this year, new Highway Code regulations were set in place to protect more vulnerable road users. All road users must follow these new laws. The main change implemented that affects HGVs the most is the new road user hierarchy, whereby the vehicle (or user) that could cause more damage in a collision, takes more responsibility. Another change is that pedestrians are given more right of way at junctions and crossings, with those waiting to cross having the right of way of vehicles turning into or out of those roads.

In other changes, October of 2021 saw the Ultra Low Emission Zone for London increase. Now, vehicles that do not comply with the low emission standards will receive fines of £12.50 a day. The move has

prompted other cities to implement similar operations with Bristol, Edinburgh, Glasgow, Manchester, Newcastle and Portsmouth the next on the list to start.

The ULEZ was introduced as a need to improve air quality and the health of those in the capital. Air quality is measured by how clean the surrounding air is. This is done by analysing the concentration of certain pollutants in the air including smoke, dust, smog, harmful chemicals and, most notably, Particulate Matter (PM10 and PM2.5). Inhalable Particulate Matter (PM10 and PM2.5) is most common in cities and on roadways. The main source of PM emissions is from internal combustion engines and dust. These particulates settle on surfaces, then when a vehicle drives over it, the gusts produced from that movement cause the particulates to be airborne, mixing with the air and lowering the air quality.

These particulates are the main cause of human health issues from poor air quality. The exposure to PM10 and PM2.5 has been shown to have a significant detriment to lung and heart health and an increase in respiratory diseases such as asthma. Therefore, reduced air pollution indicates better health for those who spend a significant amount of time on and around roadways.

One study (Kumari Et al., 2020) showed that the significant reduction in air pollution during lockdown was due to lower levels of PM2.5, PM10 and NO2. This improvement in air quality was witnessed across the globe, however it was proven to be temporary because once lockdown restrictions lifted, the pollution levels once again increased. London has introduced the Low Emission Zone and the Ultra Low Emission Zone as a way to combat the air quality crisis and to reduce the number of particulate-producing vehicles driving through the city... And it is working.

In an evaluation by the Greater London Authority and the effectiveness of the ULEZ, they found that although there was a "substantial and immediate improvement in air quality in recent years, significant work remains to bring London's pollution down to levels where it does not have a harmful impact on public health."

Similar to the Direct Vision Standard, road sweepers are also exempt from the ULEZ. This is due to the effect that sweepers (including our full Bucher Municipal range) have on the surrounding air quality – many studies have shown the benefit that sweepers bring to road and air cleanliness after sweeping. Again, a permit is required for the exemption but this is also free.

As well as the broadening of the ULEZ, the engine standard for HGV lorries changed as an additional measure to cut down on air pollution. If using a diesel engine instead of electric, a lorry must have a Euro VI engine (previously Euro IV) in order to comply with the Low Emission Zone and avoid a daily fine. All these changes considered, it appears that alternative fuel and electric powered vehicles are the safest way to go.

London is leading the way in low emission and safety standards. Many cities across the UK are looking to the capital to improve their own regulations, and after seeing the success, are bringing these measures forward. It is only a matter of time before these standards are rolled out through the whole of Europe.

For the time being, the regulations are being introduced step by step with road sweepers being one of the exceptions to the rule.



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