

apse direct

Association for Public Service Excellence

August/September 2023 • ISSN 16465-2493

Think Belfast

A preview of APSE's Annual Seminar 2023

A fond farewell

Sally Loudon, outgoing Chief Executive, COSLA

p8

The workforce crisis facing local government

Jane Mather, Commercial Services Group

p15

Inspiring women through physical activity

Naseem Akhtar, CEO of Saheli Hub

p18



Serving Better Together.

Belfast
Boston
Sydney

028 2582 1005
www.plotbox.io
info@plotbox.io

Do your processes stack up?

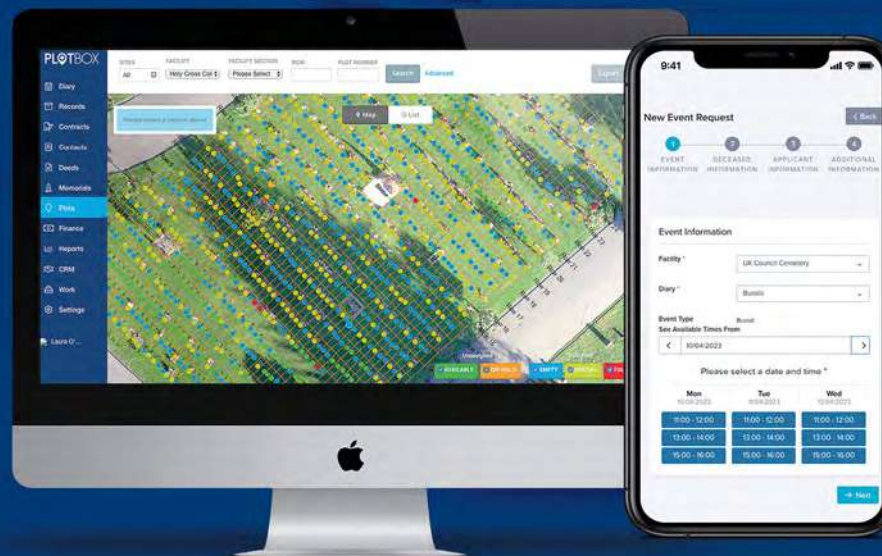
Outdated practices reliant on disjointed systems and multiple sources of data means even the most routine tasks can take longer than they need to.

That's why we've created a cloud-based deathcare management solution with cemeteries and crematoria in mind.

Scheduling, deeds, plots, inventory, finance, contracts, mapping and more – all of your essential functions seamlessly integrated for more streamlined processes, smarter workflows, better communication, and increased efficiencies.

All at your fingertips.

SCAN TO LEARN MORE



Editorial



Mo Baines
Chief Executive,
APSE

Without our active and supportive local councils, APSE simply would not exist

It seems only a few weeks ago since APSE hosted its Annual Seminar and Service Awards charity dinner in Swansea. But here we are, almost within touching distance of this year's annual events, in the amazing city of Belfast.

As many areas across the UK grapple with regenerating their towns and cities, in ways which supports local economies and local people, you would be hard-pressed to find a better example to visit than Belfast. Not only renowned for its hospitality and the warmth of the people of Northern Ireland, Belfast offers up shopping and business districts, cultural attractions and stunning areas of public and civic realm. The APSE team are looking forward to showcasing just some of the attractions, including the historic Assembly Building, scene of our Annual Seminar plenary sessions and workshops, as well as the stunning charity dinner venue, the Titanic Belfast, complete with its replica staircase (and yes, you can pose for pictures if you so wish!)

Of course, the Annual Seminar is not just an opportunity to visit fantastic new locations for inspiration and ideas, it is also a learning and networking opportunities. With some fantastic speakers, case studies from APSE member councils, leadership sessions and interactive forums to

debate ideas, we have firmly placed this year's event back on to APSE's USP, the frontline of local government.

The shape of local government frontline services will be critical to the health, wellbeing and economic success of local areas. This Seminar unapologetically renews APSE'S calls for local councils to be at the heart of local decisions and local action. We explore climate change and renewables, housing and planning, levelling up and workforce matters, through the prism of frontline services. With speakers from across England, Wales, Scotland and Northern Ireland, as well as partner organisations, APSE member councils and industry experts, this event steps up APSE's long-standing campaigning work to recognise and value frontline services.

I would also like to see as many APSE member councils as possible attend our Annual General Meeting. We are very proud of the APSE values shown through our association status as part of the not-for-profit sector. So please do make sure that you come along and 'have your say'. Because without our active and supportive local councils, APSE simply would not exist.

See you in Belfast!

Contents

- 4 Report back**
APSE advocacy and events over summer 2023
- 7 Going Platinum**
APSE achieves platinum status at the Carbon Literate Organisation Awards
- 8 A fond farewell**
Sally Loudon, outgoing Chief Executive, COSLA
- 10 Smarter steps to a greener future**
Brightly Software (*Sponsored*)
- 12 Future-proofing the frontline**
A look ahead to the APSE Annual Seminar 2023
- 15 The workforce crisis facing local government**
Jane Mather, Commercial Services Group
- 16 New report highlights that local living needs national backing**
A new report by APSE, researched and written by the Town and Country Planning Association (TCPA)
- 17 Calling all local authority apprentices!**
APSE Housing and Building Apprentice of the Year Awards are now open for entries
- 18 Inspiring women through physical activity**
Naseem Akhtar, CEO, Saheli Hub
- 21 When someone passes away without leaving a will**
Finders International (*Sponsored*)
- 22 Engaging communities through leisure provision**
Alliance Leisure (*Sponsored*)
- 26 For over 100 years CSSC has helped public sector workers make the most of their me time**
CSSC (*Sponsored*)
- 27 Tell me about it: SuDS**
James Jefferson, APSE Energy
- 32 Making space for nature in our burial grounds**
Wayne Priestley, APSE
- 34 Should scrutiny and challenge be core competencies for elected members?**
Fiona Sutton Wilson, Head of APSE Training

To advertise in the next edition of APSE direct, please contact Matt Paton at Spacehouse on 01625 666 392 or email m.paton@spacehouse.co.uk

APSE Direct is published by
Association for Public Service Excellence
3rd Floor Trafford House,
Chester Road, Old Trafford, Manchester M32 0RS
t: 0161 772 1810
e: enquiries@apse.org.uk **w:** www.apse.org.uk

Front cover image courtesy of Visit Belfast

Report Back

A round-up of APSE advocacy and events



[L-R Clockwise] At the LGA Conference 2023: Cllr Nadine Peatfield, Deputy Leader, and Cllr Baggy Shanker, Leader, Derby City Council with Fiona Sutton Wilson, Head of APSE Training; Roger Wilson, Chief Executive, Armagh City, Banbridge and Craigavon Borough Council; Lord Gary Porter CBE, Non-Executive Director, DLUHC; Cllr John Clarke, Leader, and Mike Hill, Chief Executive, Gedling Council.

Save the date

Wednesday 13 – Thursday 14 September

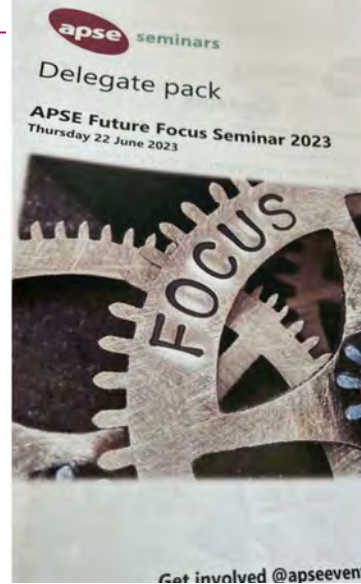
This year's APSE Annual Seminar will be held in the historic city of Belfast, Northern Ireland, at one of the city centre's most impressive venues: The Assembly Buildings. The venue will also host the APSE AGM. The prestigious APSE Annual Service Awards Charity Dinner will be held at world leading visitor attraction – Titanic Belfast. Bookings are now open online! Information on what to expect at this year's event can be found on page 12.

APSE at the LGA Conference in Bournemouth

APSE enjoyed a very productive couple of days at the Local Government Association Conference in Bournemouth on 4-6 July. The event provided a great opportunity to promote our upcoming research with CLES - 'Getting the most from levelling up: A toolkit for maximising impact in local economies' - with Leah Millthorne, Head of Local Economies at CLES and author of the report, outlining the findings at a special APSE fringe event.

Living locally: APSE and TCPA launch our new report on high-quality places and homes

On 17 July, at a virtual event, APSE and the Town and Country Planning Association (TCPA) launched our ninth collaborative housing and place-making research publication. This year, the research focused on the role of local authorities in achieving complete, compact and connected communities through housing and planning. The online event considered the findings and recommendations of the report and provided an opportunity to hear about two of the case studies: Ian Tame, Programme Manager at Edinburgh Council, and Katherine Holloway, Team Leader (Sites and Policies) at Leeds City Council, discussed creating high-quality places and homes. You can learn more about the report on page 16.



[Top] Cllr Bridget Smith, Leader, South Cambridgeshire District Council; [Bottom] and Jeffrey Matsu, Chief Economist, The Chartered Institute of Public Finance and Accountancy (CIPFA), address delegates at APSE's Future Focus Seminar on 22 June.

A focus on the future of local government in London

On 22 June, APSE Southern Region held its Future Focus Seminar, incorporating its AGM, in London. The event covered a diverse range of topics such as: Four day working week trials; Extended producer responsibility; Cost of living support; Reducing edible food waste; Engaging young people in carbon reduction; Addressing regional inequalities. Delegates heard from Cllr Bridget Smith, Leader, South Cambridgeshire District Council; and Jeffrey Matsu, Chief Economist, Chartered Institute of Public Finance and Accountancy (CIPFA), The opening session was chaired by Southern Region Secretary, Colin Rowlands. Presentations from the event can be downloaded via the APSE website.

Congratulations Reading! Winner of the APSE-sponsored 'Best Council Services Team' category at the MJ Achievement Awards 2023

APSE was proud to once again sponsor the Best Council Services Team category at the MJ Achievement Awards 2023. APSE member authority – Reading Borough Council – fought off stiff competition to be crowned this year's winner. The Council's Highways Team was presented with the award by APSE Chief Executive, Mo Baines,



Mo Baines, APSE Chief Executive, presents the 'Best Council Services Team' Award to the team from Reading Council at the MJ Achievement Awards in London on 23 June.



APSE Chief Executive, Mo Baines, talks public sector finance at the LACA Conference 2023 in Birmingham.

at a ceremony which took place on 23 June in London. Many congratulations to the team at Reading!

Cooking up something special at LACA

On Thursday 6 July, Mo Baines, APSE Chief Executive, was a keynote speaker at the LACA Conference in Birmingham. Mo discussed some of the key challenges facing the public sector including finances and structures, and the 'messy' public policy issues: Levelling Up, child poverty and climate change. Mo Baines also shared recent APSE data and research findings on why effective education catering should matter to politicians.

Association of Liberal Democrat Councillors

APSE was once again delighted to support the ALDC Councillor Weekend in July with a showcase of APSE's research as part of the ALDC exhibition and a fringe event on 'Where to now for local government?' addressed by APSE Chief Executive, Mo Baines. The event asked what the vision should be for a new era of local government services as we potentially head into a general election period.

Yes Minster: APSE National Council Meeting takes place in York

On 15 and 16 June, APSE held its National Council Meeting in York. Chaired by APSE National Chair, Cllr Beth Adger MBE, the Meeting began with the APSE Heads of Service Team sharing their ideas, challenges, opportunities, and innovations, with National Council offering their challenges and perspectives to support APSE's strategy for sustainable growth. The Meeting's agenda involved a review of APSE's ESG and Governance Framework, our existing research programme and research proposals, as well as a discussion on APSE's existing policy framework. The Meeting also included contributions

Keil Womersley, Countryside and Greenspace Project Officer, Wakefield Council addresses delegates at APSE's Northern Forum in York on 22 June.



On 4 June, Charlotte Banks, APSE Principal Advisor, and Stephen Cirell, APSE Associate, were invited to London for the UK Solar Summit.

from Leah Millthorne, Head of Local Economies at CLES, as well as a presentation from Mark Davies, Chief Executive at Lancaster City Council, on how his authority's frontline services are adapting to the big public policy issues of today.

Take a talk on the wild side

APSE Northern Region held its AGM, incorporating a free half-day seminar, in York on 22 June. The event looked in detail at how a re-wilding approach can help deliver some of the wider climate change and ecological emergency targets built within council strategies. Present at the meeting were APSE Northern Chair, Cllr Tracey Dixon, APSE Northern Vice-Chair, Cllr John Kerr-Brown, and APSE Northern Secretary Anita Brown.

Circular economies in Central England

Nottingham was the setting for the APSE Central Region AGM, incorporating a free half-day seminar, on 5 July. Chaired by Central Region Chair Cllr Mark Pengelly, delegates from across the region arrived in Nottingham to learn how to secure frontline service excellence across local government. Speakers included: Paul Simpson, Chief Executive, Derby City Council; Rachel North, Deputy Chief Executive, Derby City Council; Sam Dennis, Director of Public Protection and Streetpride, Derby City Council; Kim Graham, Economic Development Officer, Newcastle-under-Lyme Borough Council, and Elaine Needham, Aspire Housing; Beverley Parker, Chief Executive Officer, Rural Action Derbyshire. Presentations are available to download from the APSE website.

Talking on sunshine

On 4 June, Charlotte Banks, APSE Principal Advisor, and Stephen Cirell, APSE Associate, were invited to London for the UK Solar Summit.

[L-R] Mo Baines; Vickie Hacking, APSE Principal Advisor; and Brian Cape, Chief Executive Officer at SIPS Education Ltd, enjoy a selfie at the APSE Central Region AGM in Nottingham on 5 July.





Andy Mudd, Head of APSE Solutions, joins a panel discussion on social care in Liverpool at the UNISON National Delegate Conference on 14 June.

Charlotte and Stephen were part of a panel exploring how local councils are using solar to meet net zero goals and deliver for their communities.

Discussing social care at the UNISON National Delegate Conference

On 14 June, Andy Mudd, Head of APSE Solutions, attended the UNISON National Delegate Conference. Andy spoke in detail about APSE's report for UNISON Cymru / Wales – "A National Care Service for Wales". The report is centered around the need to create a substantial element of direct service provision to counter the impact of the growing domination of private care provision by global multinational organisations; organisations focussed primarily on maximising returns to their investors rather than UK social care. APSE Solutions are now conducting similar research on behalf of UNISON Scotland.

Wales

Using data to transform frontline services

On 12 July, APSE Performance Networks held a special event in Llandrindod Wells for delegates to gain insight into how councils can harness data effectively in order to truly deliver frontline service excellence for our local communities. A free event for APSE Wales Performance Networks members, speakers included: Christina Harrhy, Chief Executive, Caerphilly County Borough Council; Owen Wilce, Infuse Programme Manager, Monmouthshire County Council and Robert Callaghan, Infuse Research Associate, Cardiff University / Prifysgol Caerdydd; Catherine James, Head of Transformation & Democratic Services and Carolanne Butler, Business Analytics and Research Manager, Powys County Council.

[L-R] Debbie Johns, Head of APSE Performance Networks, Rob Bailey, APSE Principal Advisor, and Christina Harrhy, Chief Executive, Caerphilly County Borough Council enjoy a panel discussion at the special APSE Performance Networks event in Llandrindod Wells on 12 July.



[L-R] David Doran, Health and Safety Manager at East Ayrshire Council, joins Louise Melville, APSE Principal Advisor; APSE Scotland Chair, Cllr Lynne Short; and Vice Chair, Cllr Judy Hamilton; for the APSE Scotland AGM on 14 July.

Gower Power: APSE Wales AGM in Swansea

APSE Wales held their AGM in Swansea on 12 July and re-elected Cllr Andrea Lewis from Swansea Council as Chair for 2023-24, Cllr Mark Wilson from Vale of Glamorgan Council as Deputy and Chris Cutforth from Swansea Council as Secretary. A Seminar on 'Service delivery and procurement in the age of net-zero' was well attended with speakers including Tim Peppin, Director of Regeneration and Sustainable Development, WLGA; Steve Robinson, Head of Procurement at Cardiff, Monmouthshire, Torfaen and Vale of Glamorgan Councils; Mo Baines, Chief Executive at APSE; and Geoff Bacon, Head of Property at Swansea Council. Topics covered included addressing carbon in the supply chain, the forthcoming Procurement Bill and decarbonisation in Swansea.

Scotland

Sing when you're winning: AGM at the Royal Concert Hall

On 14 July, APSE Scotland held its AGM at the City of Music Studio, Royal Concert Hall, Glasgow. The AGM provided an opportunity for APSE in Scotland to review its activities over the last year. The Meeting also looked at some of the big policy issues affecting Scottish authorities, namely how local government can build a sustainable workforce for the future. Mo Baines, APSE Chief Executive, discussed APSE data on frontline services, skills and shortages. David Doran, Health and Safety Manager at East Ayrshire Council, was also invited to discuss his Council's suicide prevention strategy. APSE Scotland Chair, Cllr Lynne Short, and Vice Chair, Cllr Judy Hamilton, were also present at the event to chair the sessions.

Northern Ireland

Holding out for a net zero

On 6 June in Ballymena, APSE held Net Zero NI. The event incorporated APSE Northern Ireland's AGM, and was delivered in conjunction with APSE Energy. Net Zero NI explored a number of themes relating to climate action including decarbonising council assets, biodiversity initiatives and designing sustainability roadmaps. Delegates heard from Ryan White, Director Heat, Buildings and Climate Change, Department for the Economy NI; Debbie Caldwell, Climate Commissioner, Belfast City Council; Elaine Smith, Climate and Sustainability Manager and Vanessa Postle, Sustainable Development Officer, Mid and East Antrim Borough Council; Sarah Farrell, Climate Emergency Project Officer, Dumfries and Galloway Council; Cathy Burns, Climate Programme Manager, Derry City and Strabane District Council; and Ciaran McGrath, APSE Energy Associate. The event was attended by over 40 delegates and included representatives from all 11 Northern Ireland authorities in addition to Education NI. •

Going platinum

At a special ceremony on 15 June, APSE was presented with platinum status at this year's Carbon Literate Organisation Awards.

As a long-standing champion for climate action, APSE is the first dedicated local government organisation to achieve Platinum Carbon Literate Organisation status in the UK.

The achievement would not have been possible without our outstanding and dedicated staff team across the UK, our insightful National Council, and our amazing APSE associates. Their commitment and support has been extraordinary.

Developing a basic understanding of the climate crisis and what we can do to address it is an important part of our Environmental, Social and Governance (ESG) Policy Framework and underpins the support we offer to our membership through our services and events.

APSE has been a champion for climate action for decades and is walking, alongside local authorities, the path to net zero. As a Platinum accredited Carbon Literate Organisation (CLO), APSE can now proudly wear the visible 'badge' that showcases our commitment to Carbon Literacy training (100% staff trained) and our commitment to supporting, fostering and maintaining a low carbon culture.

We have been delighted to support UK local authority staff to become Carbon Literate and to support some in pursuing CLO status, including Dacorum Borough Council, Denbighshire County Council, Wirral Borough Council and Warrington Borough Council.

This is not an easy path, but it is incumbent upon us to address the power balance and work together to create a more sustainable low carbon culture.

APSE is the first dedicated local government organisation to achieve Platinum Carbon Literate Organisation status in the UK.

APSE Training offers a full suite of certified Carbon Literacy courses, designed to meet the needs of local government. We deliver the courses as open and in-house options, both onsite and online:

- Carbon Literacy for Local Authorities
- Carbon Literacy for Leaders and Managers
- Carbon Literacy for Elected Members

• *To find out more about our Carbon Literacy training, or if you have good practice to share, please contact us on training@apse.org.uk.*



Fiona Sutton Wilson, Head of APSE Training, and Olivia Giles, Training Coordination Officer, receive APSE's Platinum Certificate.



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



Carbon Literacy for Local Authorities

£182+VAT (APSE members) £296+VAT (Non-members) *This course is also available as an in-house option*

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 is run online as a full day or as two half-days. The course can also be delivered in-house.

Discounted for APSE members, you can book your place on one of our courses by scanning the QR code or by [clicking here](#).





A fond farewell

Having retired as Chief Executive of COSLA on 30 June, Sally Loudon reflects on her seven year tenure at the top of the association.



“I am particularly proud of COSLA’s work across the following areas over my tenure: the development of a Partnership Agreement with Scottish Government, the herculean effort we put in to protect communities and businesses during COVID and the part we played in giving support to people fleeing Ukraine.”

COSLA has a unique and strong position in the public life of Scotland, which puts it in a key position to represent Local Government and influence public policy on issues that impact on communities up and down the land.

To make the most of that voice and the opportunities that come with it, we have invested significantly in building relationships, human to human relationships – with our members, Governments, partners, professional associations and many others – to get to the real issues and potential solutions. These relationships are the bedrock of making progress, to having robust and respectful discussions, to focus on what is really important – and that is to support people to live their best lives.

Like every other membership organisation, we are led by our members. In this case, by councillors from all parties and none and I’m delighted that all 32 Councils are members of COSLA – this makes COSLA’s voice even stronger.

From funding and the economy, to education and housing, from health and social care to the arts, sport and leisure we work to deliver what we know matters to local people in local communities across Scotland. It is often underestimated just how crucial these services are and how hard Councillors and Council officers work to delivery these essential services.

COSLA champions Councils’ vital work, the essential services that they deliver and endeavours to secure the adequate levels of resources and flexibility required for our Member Councils to do what works for communities locally. People often say it of their job, but being Chief Executive of COSLA have truly been a privilege and I have enjoyed (nearly!) every minute of my 7 years as COSLA’s Chief Executive.

My job as Chief Executive, together with the COSLA staff and our democratically Elected Politicians is to represent Local Government – not just making a case, but working in the best interests of communities. We work positively with all in Local Government, other spheres of Government, key stakeholders and professional associations on policy, powers, funding, and legislation – putting our shoulders to the wheel to find solutions that work on the ground.

Over the last few years, we have made a real and concerted effort to strengthen relations across the Local Government family and have secured Partnership Agreements with the wider Public Sector, including Police Scotland, the Scottish Police Authority, the Local Government Improvement Service, Public Health Scotland, and NES to name, but a few.

I am particularly proud of COSLA’s work across the following areas over my tenure: the development of a Partnership Agreement with Scottish Government, the herculean effort we put in to protect communities and businesses during COVID and the part we played in giving support to people fleeing Ukraine.

When I was appointed COSLA Chief Executive in 2016, I said that it was one of the top jobs in Scotland and I stand by this claim. Now having done the job for 7 years, I would reaffirm the significance of this highly, varied role which I have been honoured to have undertaken. It is a fantastic role, and I am delighted to have played my part with our wonderful staff at COSLA, our Councillors and our Member Councils in helping to deliver the best possible outcomes for the people of Scotland.

COSLA is a respected player in Scottish public life. Looking ahead we now have a Partnership Agreement with the Scottish Government in place that should make partnership working even stronger and thus further benefitting the people of Scotland, the people who rely on the services we provide. We also have the recently launched the COSLA plan, which will guide COSLA through the next five-year term and I am absolutely sure that this will enable COSLA and the Scottish Local Government to respond to the unexpected, adapt to the yet unknown, embark on new areas of work, further develop partnerships, and above all else, serve our local communities in the same way we have done under my time at COSLA.

In the words of President Bartlet from the West Wing series: “Never doubt that a small group of thoughtful and committed people can change the world. Do you know why? Because it’s the only thing that can” And that is what COSLA does.

• *Jane O’Donnell, the new Chief Executive of COSLA, will be speaking on how local authorities in Scotland are delivering on priorities at APSE’s upcoming Annual Seminar on 13 September. More information about the event can be found on page 13.*



SIGMA HIGH FLOOR

The **all-electric** specialist transport solution



ON THE ROAD TO NET ZERO

Available now in two length options of 7m and 9m, the Sigma High Floor answers the call for **zero emission specialist passenger transport**.

Offering everything you'd expect from Mellor, the Sigma High Floor is a true **zero emission, zero compromise** solution.



t: +44 (0) 1706 860 610

w: mellorbus.com

Smarter steps to a greener future

We, the Brightly Software team, are committed to helping others be more sustainability through smarter asset management.

Everyone likes the idea of operating more sustainably, but actually doing it is not always straightforward – particularly in local authorities where for years the focus has been on the condition of the asset and initiatives to improve the performance and find cost savings above all else.

COP26 saw the frequency of countries providing updates on their nationally determined contributions (NDCs) go from every five years to every year. Which means countries need to provide details of how they plan to reduce national emissions and adapt to the impacts of climate change annually – there is now a collective effort to prioritise more sustainable ways of working and living.

In the asset management space, ISO 55000 provides a framework by which organisations can manage their assets across their whole life cycles in a sustainable and consistent way. The value of an asset should leverage all three pillars of sustainable development – environmental, social and economic value.

In 2015, the United Nations announced its 17 Sustainable Development Goals (SDGs), which are a “shared blueprint for peace and prosperity for people and the planet, now and into the future”. The ISO 55000 is aligned to seven of these SDGs:

- Clean Water and Sanitation
- Affordable and Clean Energy
- Decent Work and Economic Growth
- Industry, Innovation and Infrastructure
- Sustainable Cities and Communities
- Responsible Consumption and Production
- Climate Action

We have also added the SDG for Good Health and Wellbeing, as our clients are delivering on targets for greater road safety and clean air through smart technology and asset management in Confirm.

We are now at a time when, as citizens on earth, everybody has their role to play in contributing to the goal of saving the planet. This includes local authorities, whose contributions towards creating a greener environment, are collectively crucial.

Achieve with Confirm

It all starts with smart assets, and tools like Brightly’s Confirm solution can do that smart thinking for you, enabling your local authority to

streamline how asset-related information is captured, stored and managed – ultimately helping it to save valuable time, money and resources.

This means that everything from potholes, lamp columns, drains, trees – and much more – can be monitored, tracked, reported on and maintained, with a single digital solution.

Thinking back to the three ‘pillars’ of sustainability, Confirm can help your local authority to improve in the areas of environment, calculating carbon sequestered by green infrastructure, effective monitoring of pests and diseases associated with arboriculture, and air quality monitoring and calculating the optimum levels of tree canopy cover which can help prevent flooding.

It has been proven that 20 minutes in surroundings that connect you to nature contributes to increased mental well-being and lower stress levels. Access to public areas with green assets and play equipment which are clean and well maintain contributes to the social sustainability pillar.

Lastly the efficiency savings of using IoT and mobile devices which reduces the number of trips to and from an asset saves GHG emissions as well as the cost of sending the crews. Recycling materials and monitoring of waste from highways operations contributes to the circular economy, and has a double win of savings from re-purposing material and reducing the cost of waste.

Making it happen

With many councils declaring a climate emergency we are living in a world where we need to start demonstrating we are reducing the GHG emissions produced in our day-to-day operations. By using Confirm you have a tool which can accurately track the Scope 1 and Scope 2 emissions real time from your highways activities based on the fuel use of getting to site to inspect and repair your assets, the materials used and the disposal of waste.

The race to zero starts with tracking and measuring your carbon footprint. To demonstrate that you’ve halved your emissions by 2030, you need to establish a baseline, identify the risks of climate change and create a transition plan of strategies to reduce GHG emissions produced in your operations.

Based on the Greenhouse Gas Protocol we will establish the emissions per type of highways activity and measure the intensity ratios by mile and/or budget spent on highways services. Data generated by your day-to-day operations will start to provide analysis on operations generating the most emissions and how this data can help decision-making on the best strategies to reduce your carbon footprint year on year.

Climate change and environmental challenges more broadly can appear so big as to be insurmountable, but making a real, positive impact begins by taking small steps and using the tools that are available to us. We can achieve more if we all play our role and act now.

Smarter asset management is one of those ‘small steps’ that can set us on the path to a brighter, more sustainable, future.

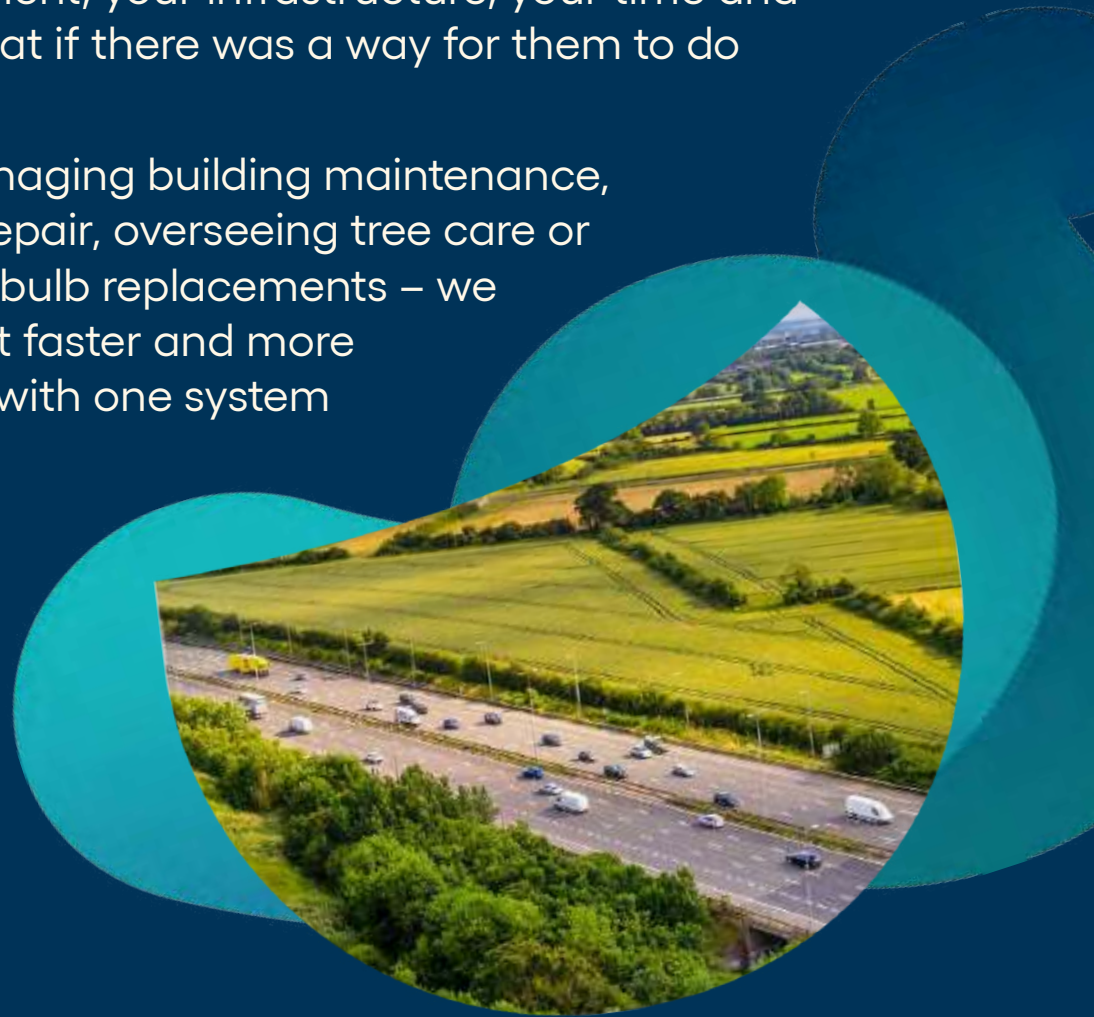
- For more information, contact Sara Carter, Senior Marketing Manager EMEA, at sara.carter@brightlysoftware.com or visit: <https://bit.ly/BrightlyEAM>



Assets as smart as you are. That's the future we're creating.

Assets are at the heart of every community. They're your people, your equipment, your infrastructure, your time and your money. But what if there was a way for them to do even more?

Whether you're managing building maintenance, arranging pothole repair, overseeing tree care or tracking street light bulb replacements – we can help you to do it faster and more efficiently – and all with one system and one provider.



To discover award winning enterprise asset management visit - <https://bit.ly/BrightlyEAM> or scan me to find out more



Brightly

A Siemens Company

Future-proofing the

fron tline



annual seminar 2023

Belfast, 13-14 September

kindly sponsored by



The event, unique in the local government calendar, will focus on all the big issues and challenges facing the sector. Taking place in the historic city of Belfast, delegates will enjoy an opportunity to explore the regeneration of this wonderful city whilst gaining unique insight into how local councils can ensure their frontline services are green, clean, smart and sustainable.

Future-proofing the frontline

Decarbonisation, social value, cyber security, inclusive growth, community wellbeing, waste and resources...

This year's Annual Seminar promises to tackle all the big issues currently facing UK local authorities and our communities. The event provides a unique chance to network with leading figures in public policy and acquire the skills and knowledge necessary for 'future-proofing the frontline'

Speakers will join us from across the public policy landscape – governmental departments, non-departmental public bodies, local authorities, university business schools – to consider diverse topics:

- Living Locally: The role of housing and planning within local councils. Findings of research from APSE and the TCPA.
- Climate change: Renewable energy, retrofits and transitioning local authority fleet: best practice case studies.
- A tour of UK policy differences and similarities across administrations: with COSLA, NILGA, the LGA and WLGA.
- The role of elected councillors and systems of governance: New research findings from De Montfort and Staffordshire Universities.
- Workforce Matters; Hybrid, remote, office or depot: what does the future workforce look like and can local councils recruit and keep the workforce of tomorrow?

A rich suite of market-leading products and services

The annual event features one of local government's largest trade exhibitions. Delegates will have the unique opportunity to question suppliers about their latest products and pricing. Contact Matt Paton on m.paton@spacehouse.co.uk for more information.

APSE Service Awards 2023

The Seminar also includes the prestigious APSE Annual Service Awards Charity Dinner, this year in aid of Parkinson's UK. The Awards celebrate outstanding achievement and innovation within local government service delivery.

Interest and recognition in the Awards has grown year on year. Judged by a panel of distinguished sector leaders, the local authorities who are winners and finalists receive publicity, both nationally and locally, as well as being exemplars in service delivery from the wider local government family.

Join us in Belfast

This highly interactive conference is the must attend event for all those looking to future-proof the frontline including recovery for local economies, those seeking to develop strategies to and implement climate change objectives. Please note, at this time we are unable to accept dinner only bookings for the Service Awards. Dinner places will be prioritised to seminar delegate packages. •

The Seminar also includes the prestigious APSE Service Awards 2023, this year taking place at the world leading visitor attraction – Titanic Belfast.

Around the seminar:

Tuesday 12 September: Welcome reception with a special guest speaker.

Wednesday 13 September: Day One of the seminar followed by the APSE AGM with an evening guest speaker and supper.

Thursday 14 September: Day Two of the seminar followed by the APSE Service Awards Charity Dinner, this year taking place in the world leading visitor attraction – Titanic Belfast.

APSE would like to thank Visit Belfast for supporting this event:



Don't miss out!
For more information about the event and to book your place, scan the QR code [or click on this link](#).

Innovative solutions for the public sector, by the public sector.

As one of the largest local authority owned trading organisations in the UK with over 15,000 customers in 85+ countries, we offer a range of market leading solutions for the UK's public sector supported by our social values.

People Solutions

It has never been more important to attract and retain talent. Let our innovative Contingent and Interim Workforce joint ventures, Executive Search and HR and Payroll solutions help make you the destination of choice.



Energy

Our Laser team are supporting the public sector to reach net zero and reduce energy costs, through a range of procurement compliant solutions.



Procurement Frameworks

Our easy to access frameworks provide the public sector with considerable choice, a compliant supplier base and the ability to direct award, for additional agility.



Professional Services

We provide expert and specialised IT, legal and Educational Services to Local Authorities and educational establishments ensuring a positive and often life changing impact.



Commercialisation

We are always keen to share ideas from a simple conversation to developing a wide-reaching network, collectively we become stronger.



To find out how we can work with and help your organisation, please contact Steve Wilson, Commercial Director | 01622 236694 | stephen.wilson@csltd.

www.commercialservices.org.uk

The workforce crisis facing local government

Following on from our roundtable in London in February, APSE, Public Services People Managers Association (PPMA) and Commercial Services Group (CSG) held a follow-up event in Manchester on 8 June with leaders and senior executives from across the north of England. Jane Mather, Commercial Marketing Manager at CSG, provides an overview of the event.

The room was full and the debate engaging. Many of the issues were familiar from our first roundtable but there was a strong desire to move forward, learning where councils were having success and exploring new opportunities to work together.

There was a broad agreement that councils need to find ways to be more agile. People want to be able to apply as soon as they see a job on their mobile. If recruitment processes take too long then talent is lost as candidates take offers from those more agile. One Head of HR and OD shared, "We've had success taking recruitment to the community, interviewing candidates there and then and then following up with checks post-event. We'd like to do more of this but it is time-consuming."

Related to this it was agreed that as well as being more agile, the commercial sector is generally better at promoting available career paths and yet people can grow their careers across a council. In fact for people who don't know what they want to do, councils offer great opportunities to move between services and departments. But councils do need to improve their communication of what roles are available.

Councils could also get better at taking people on with transferable skills and then train where specific skills are required. One Director challenged whether local government is adapting to the future of work by allowing more flexible working and being more output driven. The culture was highlighted as important and it can be the recruiting manager that holds back HR by insisting on advertising for specific experience or office based only.

Whether you call it a local government brand or employer value proposition, there was a general consensus that councils aren't the best at promoting the full benefits of a career in local government. One CEO noted, "There is a great story in local government – we

Whether you call it a local government brand or employer value proposition, there was a general consensus that councils aren't the best at promoting the full benefits of a career in local government.



need to get that out there. This is particularly for the next generation where social values are so important." Another noted that local government is social value by default. Members also have a role in promoting council careers that perhaps they don't currently take on and by working closer together this could help improve diversity and inclusion within the community.

The Greater Manchester group of councils shared their experience of closer working particularly on workforce planning. Whilst recognising that there will be a need for hyper-local recruitment it was acknowledged that by reducing competition this creates opportunities for closer workers at a regional level. The examples discussed were opportunities to share scarce skills such as a planners or attracting graduates or sharing a number of apprenticeship roles.

The thought leadership from the discussion will be shared through APSE and the PPMA and it was clear that the councils at this event see there are clear opportunities for councils to improve their recruitment and retention even in these challenging times. Whether that be to improve reach across local communities or looking to retain older members of the workforce rather than lose service experience.

- Steve Wilson, Commercial Director at Commercial Services Group, will be discussing the findings of these roundtables at APSE's upcoming Annual Seminar in Belfast on 14 September. Book your place now via the APSE website.



New report highlights that local living needs national backing

A new report by APSE, researched and written by the Town and Country Planning Association (TCPA), continues to track the housing crisis. But it also considers the role local councils can play, and are playing, through their planning and housing responsibilities to support the delivery of complete, compact and connected communities.

Despite clear evidence on the benefits of complete, compact and connected communities, local councils are unable to implement all of the necessary policy measures without central government backing. The warning comes in a wide-ranging report published by APSE and researched and written by the TCPA.

The report focusses on the housing and planning roles undertaken by local councils, and adds to growing calls for local government to be properly resourced if it is to carry out its planning function effectively.

Local living – or the idea that people should be able to meet their everyday needs within a short walk or cycle – has been gaining international momentum under the various names of 15 minute cities and 20-Minute Neighbourhoods. This approach to shaping towns and neighbourhoods is associated with multiple benefits, including boosting local economies, improving people's health and wellbeing, increasing social connections in communities and tackling climate change.

The report, which was informed by the findings of a survey with 245 responses from councillors and local government officers across the UK, also draws on four case studies.

Despite the majority of respondents claiming that complete, compact and connected communities were a priority in their area, 63% said that lack of funding was the most significant barrier to delivering these policies. In addition, the need for affordable housing in their area was cited as 'severe' by 67% of respondents, an overall rise from 58% in 2016.

“This latest report highlights the important work being driven by local councils. But, it is clear, that with more resources and the right policy frameworks they could be doing even more to help tackle health inequalities, reduce carbon emissions, and support local economies.”

Mo Baines, Chief Executive, APSE

The report recommends that:

1. Local councils need to be properly resourced and supported to enable them to maximise the effectiveness of their planning function
2. England, Wales and Northern Ireland should follow the Scottish Government's lead and amend their national planning guidance and frameworks to embed the concept of local living or complete, compact and connected communities. Establishing this priority at the national level, would also make sure that the Planning Inspectorate for England and Wales and the Planning Appeals Commission in Northern Ireland place weight on the policy in decisions and in examining plans
3. To succeed, there needs to be cross government support for creating complete, compact and connected communities through place-based interventions.
4. Governments need to support the implementation of complete, compact and connected communities through enabling consistent and easy access to data.
5. Governments need to better support the delivery of social housing through a fully funded, long term programme.

Mo Baines, Chief Executive of the Association for Public Service Excellence, said, “The UK faces health, housing, climate and nature crisis. While we need international and national action and leadership, the role of local councils is also critically important. The contribution of well planned and designed neighbourhoods in tackling these huge issues is often overlooked – but creating sustainable communities is essential for both people and the planet.

“This latest report from the collaboration between APSE and the TCPA once again highlights the important work being driven by local councils. But, it is clear, that with more resources and the right policy frameworks they could be doing even more to help tackle health inequalities, reduce carbon emissions, and support local economies.”

Fiona Howie, Chief Executive of the Town and Country Planning Association said, “While we know there has been controversy around the concept of 20-minute neighbourhoods and 15-minute cities a key message from the research has been that the concept is a starting point, not a rigid framework to be imposed on local communities. Engaging people in discussions about their local area, whether that area is urban, per-urban or rural, what facilities or services they cannot currently access that they wish to, or exist but are poor quality, can help inform a vision for the regeneration of the local area.

“Supporting people to access most of their daily needs locally has multiple benefits. But the research highlighted that while local councils do not believe that the planning frameworks in place are supporting them to drive this work forward. Too often, good practice is being seen despite the system, not because of it.”

- *The report is free to download from the APSE website.*





Supporting you to improve your private sector housing

Lendology CIC is a social enterprise lender with over 18 years experience of supporting Councils to enhance their housing stock.

Working in partnership we aim to understand each Councils strategic housing objectives and provide guidance on loan policy to help drive customer activity

Renewable Energy Loans for climate retrofit measures

Home Improvement Loans for general repairs

Landlord Loans to support Minimum Energy Efficiency Standards (MEES)

Empty Property Loans to bring empty properties back into use

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

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 above 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.

01823 461099

www.lendology.org.uk

Calling local authority apprentices!



The APSE Housing and Building Apprentice of the Year Awards are now open for entries.

Specific to local authority frontline service areas, the awards scheme is open to candidates from all stages of training and have been running successfully for over 20 years. The awards are open to every authority and their partner organisations in the UK.

Entry to the awards is free of charge and successfully short-listed candidates, and the local authorities they represent, receive individual awards to recognise the achievements of both the apprentice and the employer.

We will be running three categories in the APSE Housing and Building Apprentice Award:-

- Mechanical and Electrical (E.g. plumbers, electricians, gas fitters)
- Building Skills (E.g. bricklayers, joiners, plasterers)
- Professional Services (E.g. architects, designers)

APSE is an avid supporter of bringing women into frontline services. Showcasing successful women apprentices is one way of encouraging more women to join the industry as well as councils actively supporting the recruitment of women into frontline service apprenticeships. We strongly encourage applicant councils to ensure women are represented in your apprentice submissions.

- *The finalists will be contacted directly and then announced on the APSE website. The awards ceremony will take place at the APSE Building Maintenance and Repairs Seminar 2023, to be held on 5 October 2023 at Oulton Hall, Leeds.*

If you would like to register your interest online for the awards, and download a portfolio template, visit the APSE website.

Inspiring women through physical activity

Naseem Akhtar, CEO of Saheli Hub, spoke to APSE Direct about breaking down barriers for women's participation in physical activity.

saheli hub

After 23 years of working in sport and fitness in the community and successfully supporting over 17,000 women, I know it's possible to engage those that are least likely to participate.

Naseem Akhtar, CEO of Saheli Hub

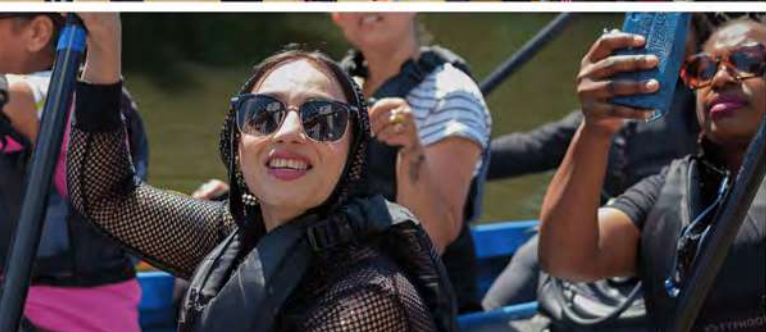


I came to this country when I was just one. I grew up with five brothers and they all loved sport and so did I. Up until the age of 10 I often played out just like my brothers but then it all changed. I was told as a girl I should really be more ladylike. I thought most girls were like me. How wrong I was. When I started at my all-girls secondary school I thought I'd have friends to play sport with me, but to my horror, not only did the Asian girls hate sport the English girls did too. I couldn't understand it. Girls in my area went to school then they went home. And that's all they did. No after school or weekend clubs, no opportunities to meet up and play sport. I thought the next generation of girls would get to do everything I couldn't. How wrong I was.

I grew up in Balsall Heath, a deprived but socially rich area of Birmingham. Here, on average, an Asian man will die 10 years sooner than his white counterpart living four streets away. The national average for life expectancy is 75. In Birmingham it's 72, and in the neighbourhood where I grew up, as a man, you'd be lucky to get to the age of 65. My father died before he reached 60. And, statistically, not only do Asian men die 10 years sooner, they spend the last decade - of those already decade-shorter lives - on medication due to poor diet and low levels of physical activity. Statistically the Asian community (especially women) is the least likely to take up physical activity and sport.

We had the biggest sports centre on the edge of our neighbourhood - 'outsiders' came from all over the city - but I didn't know anyone, not even boys, who went there. When I was 28, after having two children, I decided I needed to get fit so I went to the 'women's hour' in the sports centre. There were only three women there and all the equipment was sitting idle.

No one had ever asked local women what they wanted until a local consultation on placing CCTV cameras failed to reach local Asian women. That's when I got involved, and the local neighbourhood forum recognized my enthusiasm and offered me a job. First thing I did was a feasibility study to find out what women wanted. Two hundred and fifty six local women



wanted a health and fitness centre but it had to be run by women for women - so women only- and they wanted to take part in: swimming, exercise and fitness sessions, health related activities.

Why didn't those women go to the biggest sports centre on the edge of their neighbourhood? They told us that the women's hour wasn't at times when they were free. They told us that there were men in and around the building and so they felt that they were not welcome and that their culture and language needs wouldn't be understood. I thought, 'Now I have all these views, the Health Board will help me'. No! 'We do health' they said 'not leisure. You need to see the City Council - they do fitness'. I went to see the leisure department and they said 'We don't do health we do sport. You need to see the NHS'. I was told 'Asian women doing sport? That's not going to happen'. So I decided I'd show them we do want to do sport.

I secured some money for young girls' activities and booked skiing, canoeing, and biking sessions. To my horror, when I asked ,they said they wanted jewellery making and pottery...I said I'd do that next time! The sport sessions became very popular and it was the first time anyone had ever put on a girls club for Asian girls in this city. After the first block of activities finished, I asked the girls what they wanted next time and they said quad biking and a beach trip to Wales.

At first, no one believed in or would fund a centre run by and for women, but I kept fighting until the local college vice principal gave me the chance to pilot a women only day in April of that year. We secured money through the Healthy Living Centres fund, and used the main library space for classes. By September, we had so many local women coming in the college gave us the space Monday to Sunday. Plus, once they'd come though the door for our fitness sessions, many women were now taking up courses on site - a real breakthrough for the college with a group that they found hard-to-reach.

The most durable and aerodynamic steel roof bar on the market.

KammBar Fleet®



FEATURES:

- Extremely aerodynamic design
- Robust, high tensile steel
- Stylish leg cowls
- Minimal wind noise
- Bespoke fitment for every vehicle
- Roller and load stops also available



In 2006, we secured funding from Sport England's Active England grant and converted the space into a fully functioning health and fitness facility with changing rooms. Most importantly, the centre had a controlled door system – this way, when we said women only, it was women only. Our KPI was to have 250 women paying £10 a month in year one. In the first two weeks we signed up 255 women, and we've never looked back. Don't worry, we did let the men in on Wednesdays, so local fathers, brothers and husbands also got a chance to get active and get fit.

We now deliver indoor and outdoor programmes, from seated exercise to Zumba and body fit, from walking to jogging and running including 10ks, half and full marathons. We teach in five parks and have taught over 3,000 women how to ride a bike. We take women on long led rides (10-20 miles), and we have activities from bell boating to canoeing and kayaking. We have developed partnerships with NGBs to do things differently – to do things The Saheli Way as we call it – successfully introducing women to tennis, squash and archery. We operate out of four wellbeing centres, two libraries, five parks and four GP surgeries; recently we have been commissioned by the NHS Health Inequalities team to tackle Diabetes through our innovative Culturally Appropriate Prevention of Diabetes programme.

After 23 years of working in sport and fitness in the community and successfully supporting over 17,000 women, I know it's possible to engage those that are least likely to participate. What you can't do is just sit back and wait for people to come through your doors. You need to engage/second/employ someone from within that community, who can work with that community to develop their confidence so coming through your doors becomes a natural part of their journey to health and fitness.

We call it the Saheli Way and this is how we do it...

Small steps to physical activity – Delivering social clubs (knit & natter, talking art etc.) as the first step to their physical activity journey. Once they are comfortable, women meet and make friends with women like themselves who are cycling and running, and that friendship inspires them to join in.

Local – We are based in people's communities, not in large facilities that are impersonal and daunting.

Women only where needed – With mixed sessions depending on the site, make up and culture of the participants: we deliver what they need in the way that they need it.

A workforce that is reflective of the communities we serve – We train and develop our volunteers to become the next generation of paid leaders in fitness, cycling, tennis, squash - seeing communities like mine being active becomes just a way of life.

Prevention not cure – We are part of changing the system from trying to cure people to preventing people getting conditions like diabetes and coronary heart disease. All these conditions are preventable if you get and remain active.

Prioritise women – Women are the key to change; I always say if you educate a man, you educate a man; if you educate a woman, you educate a family and that's how you get generational shifts.

So, if you are serious about reaching those who are least likely to participate in physical activity and sport and want to make a real difference to those who need it most try the Saheli Way and let me know how you get on

- *Naseem spoke on this topic at the APSE Sports and Leisure Seminar 2022 in Loughborough on 3 November. The presentation is available to download from the APSE website.*



When someone passes away without leaving a will

David Lockwood, Finders International

Finding a deceased client will always be shocking for staff. We wouldn't be human if we didn't build relationships with our clients, and there will always be a desire to ensure that the person is treated with dignity and respect following their passing.

It becomes especially difficult if the individual has no known next of kin and no one to make those vital arrangements. In cases such as these, it would fall upon the local authority to provide a basic funeral, as per their statutory duty under the Public Health (Control of Diseases) Act 1984. Referrals to the local authority will usually come as a result of the deceased being dealt with by the Coroner's office if the death is unexpected; however, if the death is expected, the client's GP or Care Manager/Social Worker may not know whom to contact. In cases such as this, it is imperative that the next of kin are found as soon as possible.

Whilst a funeral provided by the local authority will be dignified, it may not take a person's wishes into account, they may not be known in fact. The funeral may also take place without the family being offered a chance to make arrangements or attend.

If the person lives in their own home, there is also the question of their property and chattels. Some local authorities will carry out a search to try and establish if there are family members or friends willing to take on the arrangements. Following the Covid-19 pandemic, many authorities are still not carrying out property searches.

So, what can you do if you know or think that the individual has no friends or next of kin? There are a few questions you can ask:

- Does the person have a funeral plan in place?
- Have they discussed making plans or their wishes with carers or their Social Worker?
- Are you aware of any next of kin, have they ever mentioned family in another part of the country or overseas? Carers may have seen cards at Christmas time, or the client has remarked upon something.
- Does their property need protecting?

Even if you are certain you have details of a next of kin, the chances are that they have moved away. You may have an idea that there are people, but you have no clue as to their whereabouts.

This is where you should turn to the services of a Probate Genealogist, such as Finders International.

We can quickly establish if there are next of kin, contact them and ensure that funeral arrangements are put in place. We will also ensure that the property is secured and protected. Having been established for 26 years and one of the largest companies in the UK carrying out Probate Genealogy, we are well placed to trace the next of kin quickly. With offices in London, Yorkshire, Edinburgh, Dublin and Sydney, the company has a proven track record in quickly establishing links.

Finders already work with Councils, Care Homes, Hospitals, Coroners, Charities, Social Care organisations and Funeral Directors to trace next of kin and ensure that funerals can be arranged and families have the chance to attend.

Having been established for 26 years and one of the largest companies in the UK carrying out Probate Genealogy, we are well placed to trace the next of kin quickly.

Take the case of Terrance, who passed away in Hospital and nominated a friend as his next of kin. The hospital contacted them and found that they hadn't been in contact for some time and, furthermore, weren't able to make the funeral arrangements.

The hospital contacted Finders, and we were quickly able to establish that he had been married and then divorced. His ex-wife confirmed that he had no children. There were other rumours that he had fathered a child, but nothing could be traced and that he possibly had an illegitimate half-blood sibling. Our research proved that this wasn't the case.

We were able to provide the hospital with a full family tree, and the hospital was able to find someone to make the necessary arrangements for the funeral.

If you have a case like this, contact us today with any information you have to hand. Our researchers then use the resources and services that are available to us to quickly establish a family tree and contact the deceased's kin. All of our researchers have undergone Cruse bereavement care training and are Dementia Friends, so they are well equipped to deal with cases in a sensitive matter.

The faster we receive the information, the quicker we can help to establish communication between the involved parties, and the quicker we bring about the chance to lay the person to rest.

- Contact us today via our website, www.findersinternational.co.uk or email public@findersinternational.co.uk.



Engaging communities through leisure provision, Alliance Leisure sets course for growth



Sarah Watts, CEO, and John Leaver, Marketing and Framework Director



allianceleisure

Leisure development specialist, Alliance Leisure, is gearing up for its next phase of growth with the promotion of marketing specialist John Leaver to its Development Board. The strategic move comes as the company prepares to deliver more than £500 million worth of leisure projects across the UK as the sector looks to align more closely with health and wellness and meet its sustainability targets.

Leaver, who previously held the position of Head of Marketing, will now serve as the Marketing & Framework Director, working alongside other directors to further establish Alliance Leisure as the premier leisure development partner in the UK. Leaver's new position also leads to a change in title for Paul Woodford, who assumes the role of Strategic Engagement Director. The company aims to leverage Leaver's expertise and years of experience to ensure continued strong growth.

"Having worked for Alliance for 17 years, I sometimes feel like a stick of Blackpool rock - if you cut me in half you'd see Alliance Leisure running through me. Our services have evolved over the years, but the core of Alliance remains the same – to deliver innovative buildings and environments that promote physical activity, are relevant to the audiences they serve and ultimately deliver maximum benefits to partners, clients and the public," says Leaver.

Transforming leisure across the UK

Alliance Leisure has a proven track record in leisure transformation, having already delivered 220 developments representing over £300 million of investment in local authority leisure facilities. The company's focus on innovation and driving positive change in the sector has been instrumental to its success. In his new role, Leaver will drive the marketing strategy to support Alliance Leisure's growth and maximise the potential of the UK Leisure Framework (UKLF).

Collaborating with Denbighshire Leisure Ltd (DLL), the UKLF has the potential to deliver up to £2 billion worth of leisure projects across the UK. The UKLF is a proven tool in bringing modern, inclusive and fit-for-purpose sports and leisure facilities to market, from ambitious new build and refurbishment schemes to smaller, but no less impactful projects such as 3G pitch installations and outdoor gyms.

"The leisure sector needs to adapt and align with health and wellness trends to cater to the changing needs of consumers. We recognise this

Alliance Leisure have delivered more than 220 developments representing over £300m of investment in local authority leisure facilities.

shift and bring innovation to the traditional leisure market, providing added value in affordability, cost certainty, risk reduction and speed of delivery," says Sarah Watts, CEO of Alliance Leisure.

"We work with local authorities and leisure trusts to develop sport and leisure facilities that deliver against a wide range of objectives from creating more active populations and better engagement with disengaged groups to contributing to the physical fabric of communities and providing a sense of civic pride."

Alliance Leisure has an extensive pipeline of projects coming up, which encompass a wide range of facilities, including spas, tenpin bowling, skateparks, fitness centres, soft play areas, climbing walls, outdoor pitches, swimming pools, waterparks and changing facilities.

In addition to developing innovative new facilities, Alliance Leisure also supports leisure operators with comprehensive sales, marketing and training services through its TA6 brand. The company works with over 250 leisure sites each year, offering programmes to increase income, develop staff and improve the health of local communities.

Levelling Up communities through leisure

With the majority of the UK's leisure centres built in the 1970s, far too much of the nation's leisure stock is outdated and struggling to meet the needs of today's communities. Alliance Leisure is dedicated to reinventing and growing public leisure, both now and in the future. As part of this, the team is committed to helping local authorities across the UK drive economic growth and urban renewal via the government's Levelling Up agenda.

At the start of the year, the government announced that more than £300 million will be injected into leisure and wellbeing developments, thanks to a number of successful Levelling Up Fund (LUF) bids. The investment allocation is part of a total £2.1 billion round two 'levelling up' investment fund introduced to help tackle regional inequalities.

To date, Alliance Leisure has delivered multiple PSDS funded projects with a combined value of more than £30 million. The company has made energy efficiencies at 23 leisure venues in partnership with 10 councils.

Alliance Leisure is delivering a number of LUF projects. These include building a new wellbeing hub in Caerphilly, Wales, after Alliance Leisure supported Caerphilly County Borough Council in its successful bid for £20 million. Procured through the UKLF, the flagship leisure and wellbeing hub will offer a range of facilities to support health, wellbeing and community cohesion.

The development is a key part of the council's wider Sport and Active Recreation Strategy which aims to get more people, more active, more often. It also forms part of a major regeneration blueprint for Caerphilly town centre called the Caerphilly 2035 Place Making Plan – as well as the wider £500+ million place shaping programme for the county borough.

Alliance Leisure is involved in the delivery of several other leisure projects made possible by the first round of LUF, including a £24 million new-build development on behalf of North East Derbyshire District Council, and Mablethorpe Leisure and Learning Hub which is due to open in the summer of 2024.

A sustainable future

Creating a sustainable model for public sector is critical. With a significant portion of district and unitary councils' direct carbon emissions attributed to public leisure facilities, there is a pressing need for energy efficiency and reducing carbon footprints. Through its participation in the Public Sector Decarbonisation Scheme (PSDS), Alliance Leisure has supported councils in becoming more energy-efficient, reducing emissions and contributing to the government's net-zero targets.

To date, Alliance Leisure has delivered multiple PSDS funded projects with a combined value of more than £30 million. The company has made energy efficiencies at 23 leisure venues in partnership with 10 councils. It has delivered 60 per cent carbon saving across an initial 10 leisure centres as part of the PSDS, which equates to 2.1k tonnes of CO2 reduction per annum as well as a 15 per cent cost reduction for the leisure operators. By working collectively, suppliers, operators and contractors are taking significant steps towards creating a more sustainable leisure industry.

To support its sustainability and growth, Alliance Leisure has partnered with Roster, an emerging technologies Web3 education business. This collaboration demonstrates the company's commitment to innovation, continuous learning and staying ahead of industry trends. By harnessing the power of emerging technologies, Alliance Leisure and Roster aim to drive evolution within leisure development, ensuring the continuation of exceptional service delivery to clients.

Leaver comments: "The world is changing and it's changing fast. Web3 and blockchain technologies are presenting opportunities to improve data efficiencies and securities at all levels of the supply chain whilst AI and machine learning are driving faster and more informed decisions that have the potential to reduce costs and improve delivery times. As a forward-thinking innovator within the leisure development space, it's vital that the Alliance team recognise the possibilities and understand how technologies might be applied to drive efficiencies and improve outcomes, both for our own business and for our clients."

Alliance Leisure remains committed to evolving public leisure, promoting sustainability and driving innovation by helping the sector to align with health and wellness. Working with local authorities to develop modern, inclusive and sustainable sports and leisure facilities, Alliance Leisure will continue to improve public health, foster community engagement and contribute to economic growth and urban renewal across the UK.

• To find out how Alliance Leisure can help you meet your business objectives, email info@allianceleisure.co.uk or visit <https://allianceleisure.co.uk/>





People people need other people people.

We know it can be hard to make meaningful connections when you work so hard. So we help you make the most of your free time with our community groups, events and unparalleled range of discounts on sports, activities, classes, days out, dining and shopping.

Join today for £4.99 at cssc.co.uk

Supporting life's true champions

For over 100 years CSSC has helped public sector workers make the most of their me time

For over 100 years CSSC has helped public sector workers make the most of their me time. Group operations director Wendy Eley explains how the organisation supports life's true champions.

Specifically designed for civil servants and public sector workers, CSSC is an exclusive not-for-profit membership organisation inspiring over 140,000 people to explore new ways to be active and healthy through - everyday savings, offers to get active and things to do.

CSSC has been supporting the mental, physical and financial wellbeing of families for over 100 years. From helping you reach your fitness goals to maximising your leisure time, CSSC members have access to over 4,200 ways to save.

CSSC's Group Operations Director, Wendy Eley, explains: "There's no getting away from the fact that life is simply more stressful now than it was even just four short years ago. Whether that be increased mortgage rates, food prices, energy bills and more, we're all under additional pressure.

"CSSC exists to help alleviate some of that pressure for our members across the Civil Service and public sector. For over 100 years, we've been supporting life's true champions however they need us to, whether that's via our dedicated savings platform, suite of mental health resources designed in partnership with experts, or delivering a UK wide programme of sporting events – wellbeing means something different to everyone."

Members can save on days out to the likes of Kew Gardens and English Heritage's various locations, on a host of household names including: Adidas, IKEA, Argos, John Lewis, M&S, Tesco, Morrisons, Sainsbury's, B&Q, Wickes, Halfords, O2, Virgin Media, EE, Plusnet, and many more.

They can also access valuable advice, online classes and engaging podcasts on a range of health matters, mindfulness topics and wellbeing advice through CSSC life, CSSC's comprehensive health and wellbeing platform.

Through CSSC's 'Linked Membership' platform, existing members can also refer up to six friends and family from outside of the Civil Service/ Public sector so they can enjoy the same amazing benefits. The organisation's commitment to championing good physical and mental health through physical activity, recreation and community remains as strong as ever. Next month, CSSC will run its Motive-8 September campaign, an 8 day, around the UK wellbeing challenge.

Wendy said: "Motive-8 September is a week full of events, classes and ideas to help stay active, motivated, refreshed and engaged. In a typical day we spend 8 hours sleeping, if we're lucky, and 8 hours working, in theory, that leaves only 8 hours a day just for you. So, with Motive-8 we're on hand with useful ideas and tools to help you get the most out of your time.

"Every day throughout Motive-8 September we'll be sharing resources to help your mind, body and spirit thrive. Part of that is our week-long active experience with our partners 'Big Team Challenge' who we introduced during our Active Wellbeing Around-the-World Step Challenge which ran in February."

Sign-ups for Motive-8 September will run from 21 to 29 September 2023. Members are welcome to join by themselves or in a team. However you like to stay active, whether walking, swimming, running, cycling, yoga, housework, child minding or gardening, it all counts towards the Motive-8 community team total.

To find out more about CSSC and whether you are eligible for a membership, and for more information about Motive-8 September, please visit: <https://bit.ly/3QoJBpK> / www.cssc.co.uk

Follow CSSC

[Instagram](https://www.instagram.com/cssc_official/): https://www.instagram.com/cssc_official/

[Twitter](https://twitter.com/CSSC_Official): https://twitter.com/CSSC_Official

[LinkedIn](https://www.linkedin.com/company/cssc-sports-and-leisure/): <https://www.linkedin.com/company/cssc-sports-and-leisure/>

[Facebook](https://www.facebook.com/CSSCOfficial): <https://www.facebook.com/CSSCOfficial>

[TikTok](https://www.tiktok.com/@cssc_official): https://www.tiktok.com/@cssc_official



apse solutions Consultancy and Interim Management

Looking for a consultant or interim to step in and hit the ground running?

APSE has an enriched database of specialists within local government...

- Interim management
- Income generation
- Diagnostic health check
- Workforce strategy
- Commercialisation
- Comprehensive service review
- Coaching and mentoring
- Service improvement planning
- Survey-based work
- Bespoke process benchmarking

C202

Our undisputed champion

Our champion compact sweeper is supported with an unparalleled service, even greater efficiency and a host of operator focused benefits.

See more at buchermunicipal.com/champ



BUCHER
municipal



Our No.1 choice
Top selling 2m²



Packs a punch
with less revs



Service depots
covering the UK



Less CO₂ per annum

DEMO

Book today for
one working week
FREE C202 trial

Driven by better

Bucher Municipal • Curtis Road, Dorking, Surrey RH4 1XF UK
demo.uk@buchermunicipal.com • www.buchermunicipal.com



The review gave the example of a 3-year monitoring of a range of different SuDS by Cambridgeshire County Council on a site of 35 affordable homes, with measures including water butts, permeable paving, a green roof, swales, filter strips, detention and wetland basins and retention ponds.

Prior to responding to an application, the SAB will be required to, if necessary, consult with the relevant sewerage undertaker, the Environment Agency, the relevant highway authority for any roads which may be affected, the Canal & River Trust and an internal drainage board.

SuDS can include features such as soakaways, grassed areas, permeable surfaces and wetlands, which help to reduce the amount of water that reaches sewers and watercourses. Whilst rainwater storage features such as tanks and water butts enable water to be reused, reducing the water usage of the developments. Additionally, SuDS contribute to biodiversity net gain when they are incorporated as green infrastructure.

Cambridgeshire County Council Case Study

The review gave the example of a 3-year monitoring of a range of different SuDS by Cambridgeshire County Council on a site of 35 affordable homes, with measures including water butts, permeable paving, a green roof, swales, filter strips, detention and wetland basins and retention ponds.

The key findings of the monitoring were that:

- Peak flows of water were significantly reduced;
- There were reductions in the concentration of pollutants and other water quality indicators such as heavy metal concentrations;
- A more diverse range of species were recorded;
- The infiltration capacity of the permeable pavement was able to cope with the highest recorded rainfall intensity.

Costs involved

The review found that the main costs involved with implementing Schedule 3 would be: the costs of setting up the SAB, ongoing running costs of the SAB and the operation and maintenance costs of SuDS.

In the case that the LLFA is the SAB, there will be additional costs and duties placed upon local authorities, the review states that these costs should be assessed and funded by the government department which is leading on the policy.

The SAB will receive an application and inspection fee from developers as part of the application process, which is expected to cover the SAB's operational costs.

Schedule 3 states that "Where an approving body adopts a drainage system it becomes responsible for maintaining the system", meaning that further additional costs will fall upon the shoulders of local authorities, with it being the role of the SAB to secure sustainable funding for the lifetime of each SuDS. The review received suggestions

Tell me about it: SuDS

Defra recently conducted a review on the extent to which making Sustainable Drainage Systems (SuDS) mandatory for new developments would mitigate pressures arising from climate change such as increased flooding. James Jefferson, APSE Energy Research and Project Officer, offers a summary of the review.

The National Planning Policy Framework (NPPF) states that unless it is clear that SuDS would be inappropriate, they should be incorporated in all major developments and that SuDS is required on all development in flood risk areas. However, the implementation of Schedule 3 to The Flood and Water Management Act 2010 will see that for the first time SuDS are mandatory across all developments of more than one dwelling, or where the construction area is over 100 square metres.

Schedule 3 states that "Construction work which has drainage implications may not be commenced unless a drainage system for the work has been approved by the approving body". The approving body will be known as a SuDS approving body (SAB) and Schedule 3 recommends that this will be either the unitary authority or county council for the area in which it is, or in which it is to be constructed. The review assessed a number of potential alternative bodies to assume the SAB responsibilities, however concluded the SAB should sit within the unitary authority or county council, with the Lead Local Flood Authority (LLFA) being a strong candidate due to their existing responsibility for managing local flood risk and their knowledge and expertise of SuDS.

of how the maintenance could be funded, including: developers providing a commuted sum to fund future maintenance, charging for surface water draining as part of water bills and households receiving a rebate on water bills, with the rebate then going to the SAB. The review doesn't recommend a specific means of generating maintenance funding, however states that during the policy implementation, an impact assessment will provide costs and benefits to inform the best practice for securing funding.

Review recommendations

1. "Schedule 3 to The Flood and Water Management Act 2010 is commenced in England subject to final decisions on scope, threshold and process once a full regulatory impact assessment has been consulted on. The assessment will summarise the options considered and the expected costs and benefits."
2. "The SAB will sit within the unitary authority or, if there is not one for the area, then it will sit within the county council."
3. "Regulations define that permitted development under 100 square metres, single buildings under 100 square metres and construction work carried out by an internal drainage board in exercise of its functions under the Land Drainage Act 1991 as not requiring approval."
4. "An analysis of the costs and benefits in full to inform the best decision on funding including the running costs of the SAB and the SuDS operation and maintenance costs."
5. "The net additional cost of all new burdens placed on local authorities is assessed and funded."

The introduction of mandatory sustainable drainage systems should mean the impacts of climate change, including the increased likelihood of droughts and intense periods of heavy rainfall, will be able to be mitigated, whilst creating more attractive areas to live in and contributing to biodiversity net gain.

APSE Energy Comment

APSE Energy welcomes the recommendations of the implementation of Schedule 3 to The Flood and Water Management Act 2010, the introduction of mandatory sustainable drainage systems should mean that the impacts of climate change including the increased likelihood of droughts and intense periods of heavy rainfall, will be able to be mitigated, whilst creating more attractive areas to live in and contributing to biodiversity net gain.

APSE Energy notes the potential for increased financial burdens which are expected to be placed on local authorities, as a result of the implementation of Schedule 3. Needless to say adequate funding should be identified and allocated by Government to ensure that local authorities are able to ensure the success of mandatory sustainable drainage systems.

- *This article is taken from "APSE Energy Briefing 15/23 - The implementation of Schedule 3 to The Flood and Water Management Act 2010 (England)" The full briefing is available to read for free for APSE energy members. For more information, please contact James Jefferson, Energy Research and Project Officer, on jjefferson@apse.org.uk*

Delivering and installing Underground Refuse Systems for Local Authorities and the APSE framework



CONTENÜR

Get in touch for our consultative support and best practice advice at enquiries@contenur.com

Epilog Sequel

The most comprehensive, flexible, & powerful administration system for cemeteries and crematoria

DESIGNED FOR YOU

Epilog Sequel consists of a powerful core system and a robust collection of optional modules that service all aspects of crematorium and cemetery administration.

You choose the modules that you need.



- Maintain legally compliant registers
- Allow funeral directors to book online
- View maps and record memorial inspections
- Manage leases, memorials, and graves
- Support available throughout the working day

Head Office: 01536 791 568
Technical Support: 01273 204 646

www.gowerconsultants.com
gower@manuscripti.net



Deceased Online is the national database dedicated to statutory burial and cremation records. Millions of records are available for the general public to search, supplied from local authorities and private cemeteries and crematoria from all over the UK

We are currently offering earn out schemes*, whereby we will recover the amount of the quoted cost of the project through the pay per view revenue. Get in touch to find out more by emailing info@deceasedonline.com, or phoning 01536 791568. * subject to an assessment of the records

Hosting your records on Deceased Online is beneficial in a number of ways. You'll *generate revenue* from your records. Your records are *digitised* and preserved. The data we provide from your records is suitable for use in any *management system*, or even just in spreadsheet format. Providing 24/7 online access for your records to the public will *save your staff time*. We have unrivalled specialist knowledge and experience to sensitively interpret burial and cremation records, including all aspects of *data protection compliance*.



ISDC
Cemeteries
& Crematoria



ISDC
Parks
& Leisure



ISDC
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.



Making space for nature in our burial grounds



APSE's new report highlights the action being taken by local councils to conserve, preserve and enhance the levels of biodiversity in their cemeteries

and burial grounds. Report author, Wayne Priestley, provides a short summary of some of the excellent examples included in the report, and the benefits they are bringing to local areas.



Glasgow City Council

Glasgow was the first Scottish city to declare an ecological emergency in May of 2019.

The Glasgow Necropolis is an impressive example of a Victorian garden cemetery, it is the second largest greenspace in the centre of Glasgow.

In addition to being a major tourist attraction, the cemetery has a wide range of wildlife habitats including, rock faces and slopes, wooded areas, and unmown grass areas where long grass and wildflowers grow.

The Friends of Glasgow Necropolis are a group of volunteers dedicated to the conservation of the cemetery. One of their key tasks is to support the cemetery's role

as a space for nature through the recording and monitoring of the flora and fauna within the cemetery. Over 400 species of animals have been recorded, some of which are extremely rare. In addition, 180 species of flowering plants and trees and 15 species of lichen have also been recorded.

The Council have been involved in creating wildflower meadows with the help of local school children, and are developing a tree map for the cemetery identifying all the different tree species present.



Mid and East Antrim Borough Council

Mid and East Antrim Borough Council recognised the fact cemeteries are not as intensely managed as other urban green spaces provides for a calmer environment for wildlife to thrive.

Through the parks and open spaces development team, the Council has engaged with local communities to identify how these spaces can deliver greater benefits whilst recognising the sanctity of the sites. These sites, through appropriate management, can provide important sites for biodiversity and this management can add to the peaceful nature when families visit to remember their loved ones.

They have introduced a number of projects designed to make space for nature in their



Wigan Council

Wigan Council has used this 'reconnection', to further promote their intentions to naturalise the borough area, by increasing the area of species rich grassland, increasing tree planting, restoring peatland and heath land, creating new habitats, and reducing the use of herbicides. As well as improving opportunities for biodiversity, these actions also play a significant part in addressing the negative impacts of climate change. In achieving these aims, the Council is actively involving community groups and other organisations in the works.

Already over 30,000 trees have been planted and nearly 60,000m² of wildflower meadows have been created.

Some of the improvements for biodiversity have been introduced into the town's cemeteries as a result of surveys carried out



cemeteries, such as nest box installations, monitoring of species, adoption of specific areas for wildlife by local schools and the delivery of educational programmes for different ages, including nature walks and 'forest schools'. There have also been several ecological surveys carried out and reports produced as to how further opportunities can be taken to improve biodiversity levels.

Physical improvements to enhance biodiversity have seen the planting of trees, sowing of wildflower meadows, reduction of herbicide usage and hedgerow planting on cemetery boundaries.



Worcester City Council

As with most bereavement services, Worcester City Council has large areas of older grave sections and other surrounding areas that lend themselves to this type of thinking, but the challenge is one of communicating with the public and managing tight budgetary pressures.

Worcester's focus started with seeking advice and guidance from a local charity, the Worcester Environmental Group (WEG) who suggested also working with the local branch of the RSPB.

Suitable areas across cemeteries were identified and with WEGs help, the service had recycled signage made up with location and rewinding information for the public. This action was supported by the Council communications team who sent out several

press releases in digital and paper form to raise awareness. Councillors were also brought up to speed to help lend gravitas to the reasoning behind the change in thinking and land management.

Other supporting initiatives included introducing three beehives into Worcester's natural burial area to promote pollination and in addition, bat, bird and mammal boxes were placed across the site, which were also made by WEG. The culmination of the first year of this initiative, 2022 enabled the site to secure a Green Flag award for the first time, and this has been retained in 2023.



by the Council's Biodiversity Officer. Work undertaken has allowed the creation of species rich wildflower meadows, increased tree planting and hedgerow planting, particularly where it has been used to replace damaged or missing walls. They have also created wildlife habitats by utilising piles of tree logs following arboriculture work as well as allowing deadwood to stand in situ. Some of the land being used is cemetery land which is not currently required for burial.

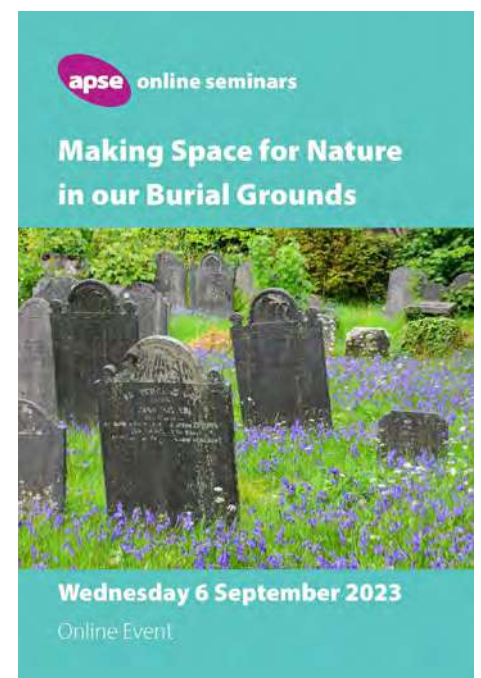
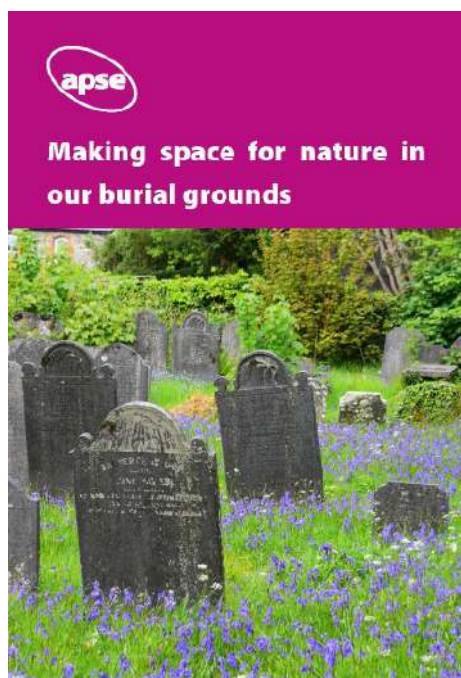
These areas will act as important wildlife stepping stones, providing opportunities for species connectivity across the wider landscape.



The report - 'Making space for nature in burial grounds' - is available to download for free from the APSE website.

For more information, contact Wayne Priestley on wpriestley@apse.org.uk

Join APSE on 6 September for 'Making Space for Nature in our Burial Grounds'. This online seminar will explore how councils are using burial spaces to enhance the opportunities for biodiversity. Book your place [here](#).





Scrutiny

Should scrutiny and challenge be core competencies for elected members and what is the difference between them?

Fiona Sutton-Wilson, Head of APSE Training.

Elected members play a vital role in representing their communities, providing guidance, insight and a democratic accountability. Being accountable to elected members is an aspect of local government that sets it apart from other sectors. It is fundamental to the democratic process and, in turn, enables elected members to be accountable to the electorate. Unlike any other governance structure, elected members don't have to be a member of the "Board" (aka Cabinet) or committee, to ask crucial questions, which enable councils to manage risk, deal with issues and realise robust decision-making.

But how can elected members be sure that the council's proposals and decisions provide best value, in the interest of the council and community it serves? How should those questions be framed, when should they be asked and is this role merely for those who are members of a scrutiny panel or scrutiny function within the council?

APSE has been delivering a suite of bespoke courses, for elected members (and executive officers), which are tailored to the expressed needs of a specific authority, with the aim of addressing these key questions. Whether the focus is scrutiny and challenge; scrutiny and commercial risk; or scrutiny and corporate risk, councillors have examined the type, timing, and function of questions, and what they do if they are not satisfied with the answer. This training can be a useful refresher for experienced members as well as being impactful for newly elected representatives.

"Whilst I was always willing to challenge policies, tonight's exercise reinforced the need to robustly challenge, who is finally responsible for bringing about the changes I want to see implemented."

Councillor attending APSE's Scrutiny and Challenge training.

Additionally, the skills to scrutinise and challenge are useful tools for councillors, regardless of the decision-making model of the council. With increasing pressures on councils and complexity of operations, building the confidence, skills, and competencies to do this can increase resilience and reduce risk.

"Made me think of how I challenge in future and develop solutions."

Councillor attending APSE's Scrutiny and Corporate Risk training.

In all our courses, we ask members to have an open mind and to assist less experienced members, so that the authority can develop consistency in best practice. Taking a cross party approach with controlling and shadow members can also forge relationships of trust and common purpose, which are in the public interest.

"It was focused on how the role of the councillor is to hold people to account as well as in turn being accountable for the decision-making process."

Councillor attending APSE's Scrutiny and Challenge training.

This accountability and responsibility is the bedrock of democracy. Like all skills, practice makes perfect, and to that end, the courses are practical with case studies, scenarios, and council-specific challenges for elected members to hone their skills.

"I sit on the audit committee so this was a real-life exercise for me."

Councillor attending APSE's Scrutiny and Challenge training.

The training team is always ready to see how we can help our member councils develop the capacity and capability needed to deliver excellent public services. This suite of bespoke training is one of the ways in which councils can draw on the commitment and expertise of local councillors, to ensure due diligence in the way decisions are made and how those decisions then lead to successful outcomes for the council and local communities.

"I would highly recommend this course as it provides you the student with a toolkit for scrutiny and challenge..."

Councillor attending APSE's Scrutiny and Challenge training.

- *If you are interested in knowing more about our scrutiny training and the ways it can be tailored to the needs of your authority, please contact us to see how we can help: training@apse.org.uk.*

You may think there's no one. We'll find someone.

We are Fraser and Fraser, a professional team of genealogists and international probate researchers, dedicated to tracing next-of-kin or relevant people generally.

Next-of-kin enquiries relating to s.46 Public Health Act funerals, Empty Homes and Client Financial Affairs/ Appointeeship & Deputyship

Since 1969, our accredited firm of professionals has worked with the Public Sector, providing our **free of charge** family tree next-of-kin tracing service.

We understand the sensitivity that needs to be applied to people-tracing services, which is why we are committed to carrying these out with **tact, empathy** and **discretion**.

To find out more, contact us today

nickbeetham@fraserandfraser.co.uk

020 7832 1400

COMPLETE RANGE OF VEHICLE LIFTS FOR ANY FLEET



 **SKYLIFT**

 **4-POST LIFT**


stertil® **KONI**



 **DIAMOND LIFT**



 **FREEDOM LIFT**

 a member of the Stertil Group

SUPERIOR SOLUTIONS

- Deal direct with the World's number one heavy-duty manufacturer
- Bespoke service and extended warranty packages



FCA APPROVED FINANCIAL AND LEASING PACKAGES



www.stertil-koni.co.uk lifts@stertil.co.uk tel: 01604 662049