



Association for Public Service Excellence

Business Plan And APSE Synergy Q1 Update

Mo Baines,

Chief Executive, APSE

Visting Professor, University of Staffordshire

www.apse.org.uk



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APSE Synergy (Solutions) Away Day 2025

- Business Plan
- Synergy
- What's on the Horizon?



2023-2026 Business Plan

- Now into the final year
- Overall performance achieved
- Drop-off in year 2024-2025
- Mitigating factors!



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Development of APSE Synergy

- Wholly owned
- No staff transfers
- Invoices in and out
- A need for control systems on income and expenditure

Q.1 Transition Solutions to Synergy

- Contracts were not 'novated' or transferred
- Opportunities to transfer work to the new company when they arise
- Q.1 and Q.2 performance will largely sit with 'solutions'
- Mid to year end quarters will weight towards Synergy

Feedback so far

- National Council members wanted more publicity
- Some clients requested bespoke amendments to the T&Cs
- Many welcomed the company protections
- Most did not notice the change!

Compliance issues

- Company registration, articles, VAT
- Deed of Trust, director protections, insurances
- New T&Cs for clients, new business processes
- Finances, credit facility and recharges
- New Associate Agreement

What is on the horizon

- Public Interest Test and Procurement
- Devo and LGR
- Insourcing
- Housing
- Neighbourhoods
- Local growth
- Waste including disputes!
- Parks and environment



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Contact details

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Solutions Review of 2024/2025

Emma Taylor, Executive Consultant APSE

The end of an era!!!!



- A year without our leader, Andy Mudd (Our Wilson)
- The Solutions Team
- New beginnings.....APSE Synergy
- New Associates
- New Packages
- The G.O.A.L!!!!



A couple of the crash landings of 2024/25!!!!



- Loss and decline in Interim roles
- Smaller team, new starters!
- Overwhelming Consultancy demand
- Synergy transition
- The future????

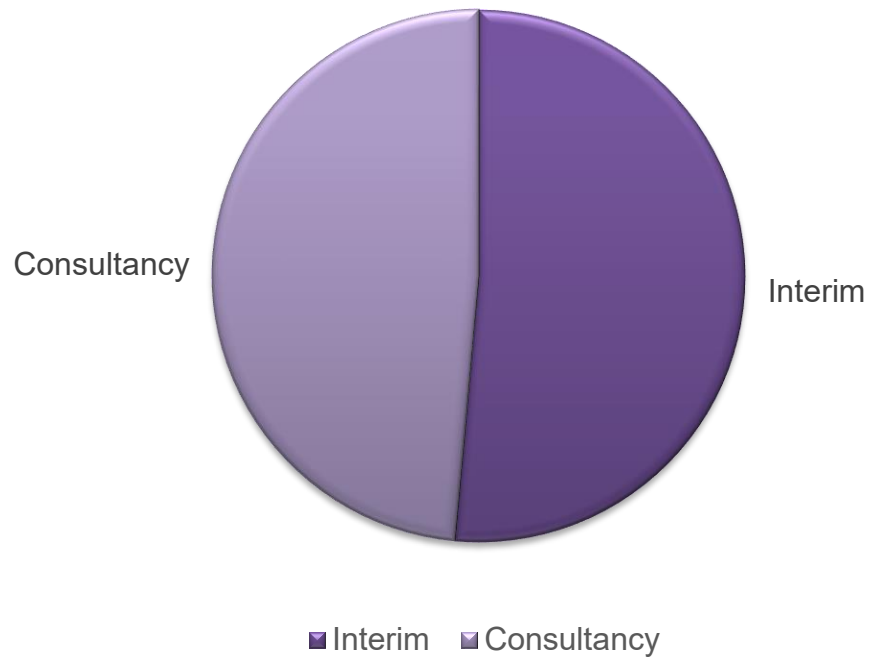
Achievements of 2024/25!!!!



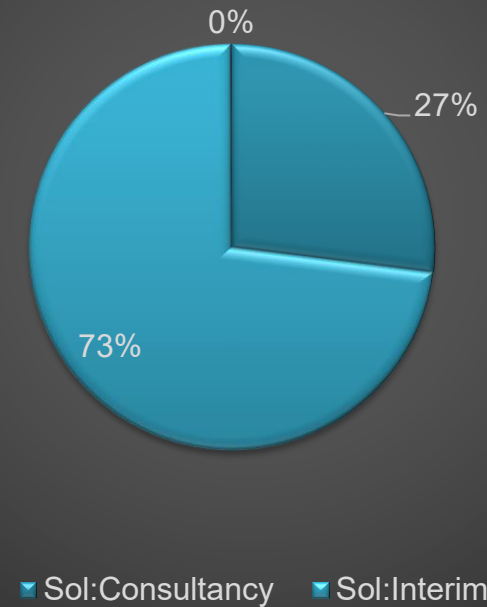
- Mentoring Package
- Mediation Framework
- LGR workshops
- LEAN Reviews
- Service reviews
- Options appraisal

(WE HAVE MADE FIRE!)

Income by Service 2024/25



Income by Service 2023/24



Job number



72(73) jobs in the year



16(23) Interims



56(46) Consultancy projects

Associate Earnings Breakdown

24/25



					Associate Count
Range	Low	High	Average	Total	
Cons	£165	£118,347	£15,124	£514,246	34
Int	£3,000	£115,240	£34,705	£555,290	13
All	£165	£118,347	£22,756	£1,069,536	47

Any Questions?





Contact details

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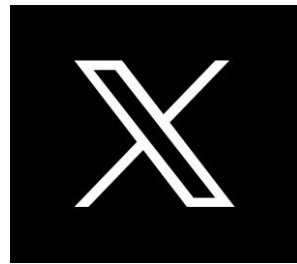
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State of the Market

Associates Away Day - 2025

Bonni Jee

Principal Advisor



A bit about me...

- Started at APSE April 2025
- Principal Advisor for Waste and Recycling, Highways and Transport
- Background in waste, recycling, and environment
- Previous roles at Mott MacDonald and Kirklees Council
- Working towards CIWM
- Masters Env Policy, Cambridge
- BSc Env. Science, Nottingham



State of the Market

Transport Survey

The scores on the doors...



Quick overview

Transport &
Vehicle
Maintenance
Survey

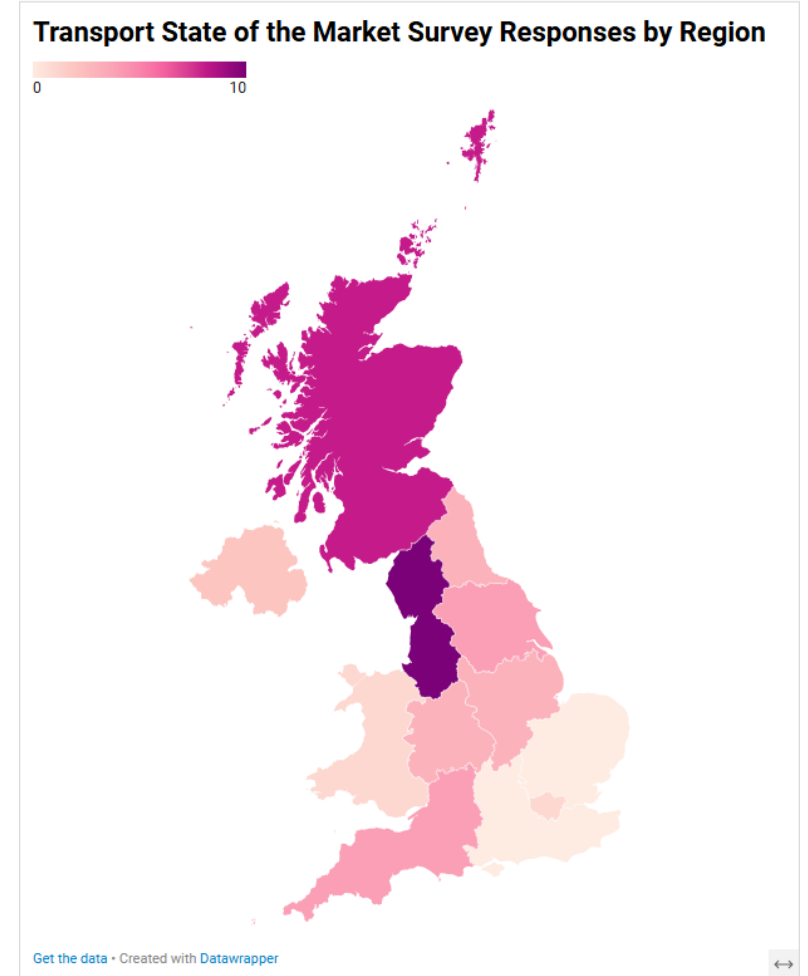
~38
responses

45
questions

Full results
will be issued
as briefing

Range of topics:

- Vehicles
- Fuels
- Staffing
- Policy
- Costs
 - And more!





Transport

Government updates

£38 million
funding to **12** local
authorities for **319**
zero emissions
buses

2030
Ban on new petrol
and diesel car
sales

Spring 2026
Pilots for self-
driving taxis/buses

31 March 2026
Simpler Recycling comes
into force (England):

- Food waste
- Separate paper/card*

Transport

Spending review

£2.6 billion to decarbonise transport over the next 3 years



£1.4 billion

To support continued uptake of EVs (including vans/HGVs)

£400 million

for **100,000** New EV Charge points (LEVI funding) 'over the coming years'

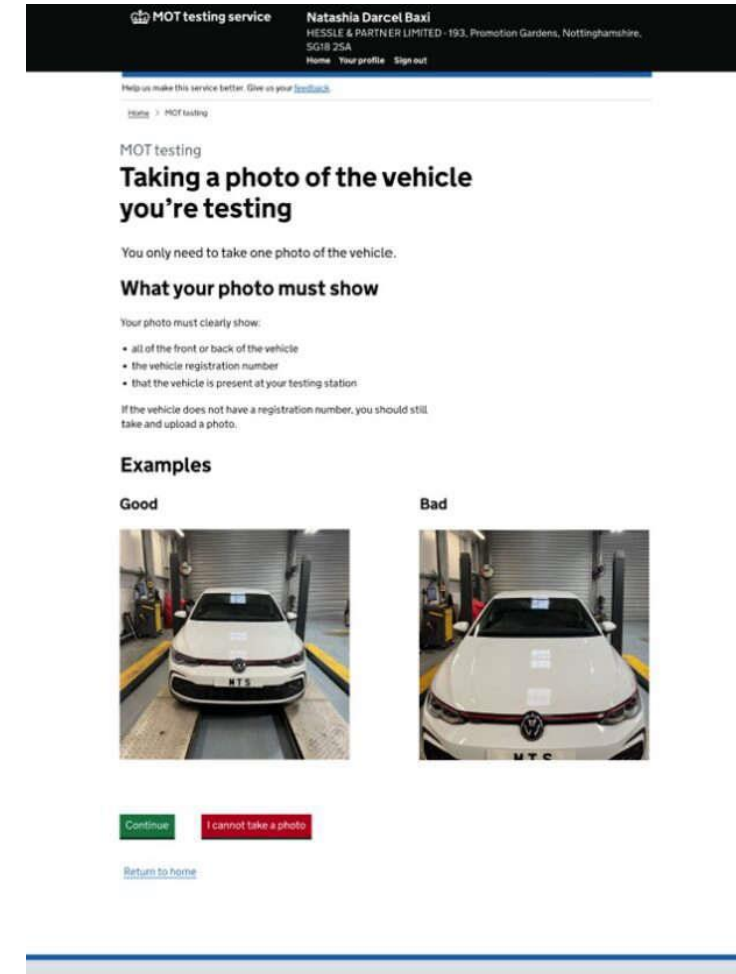
Overall, not only for local authorities





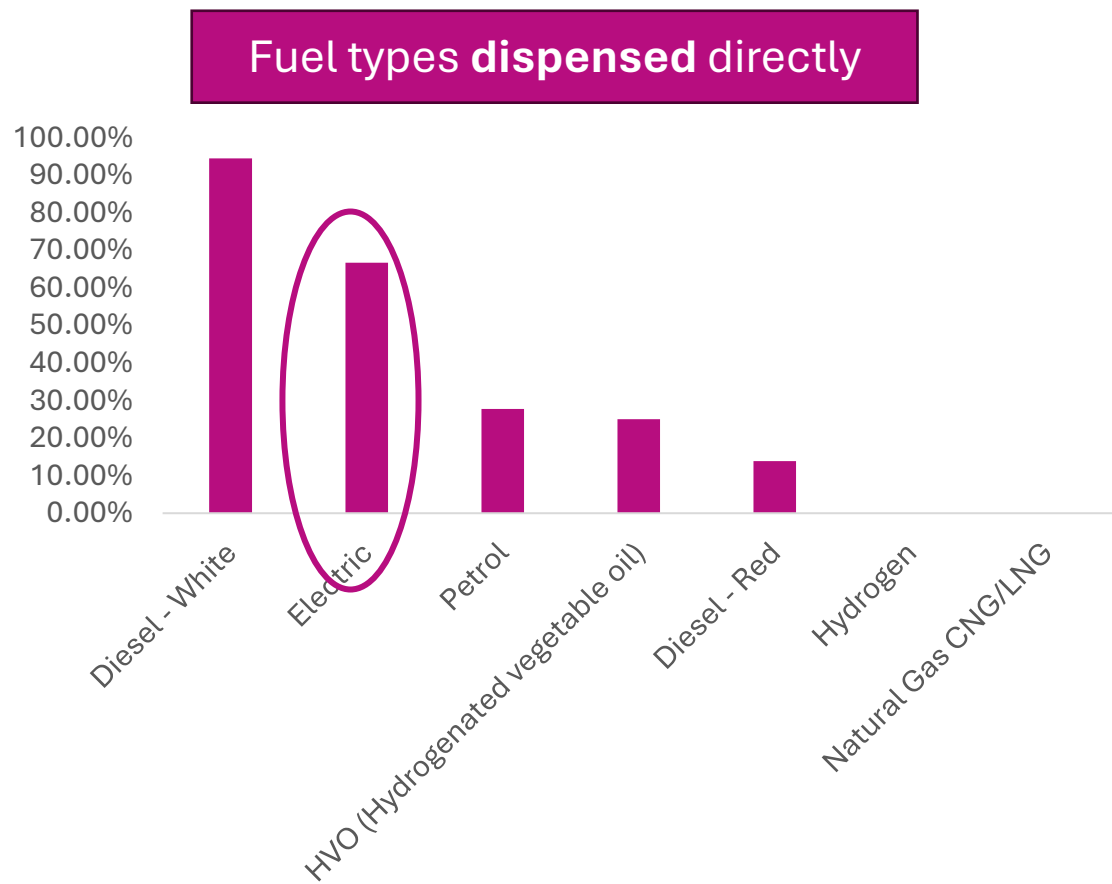
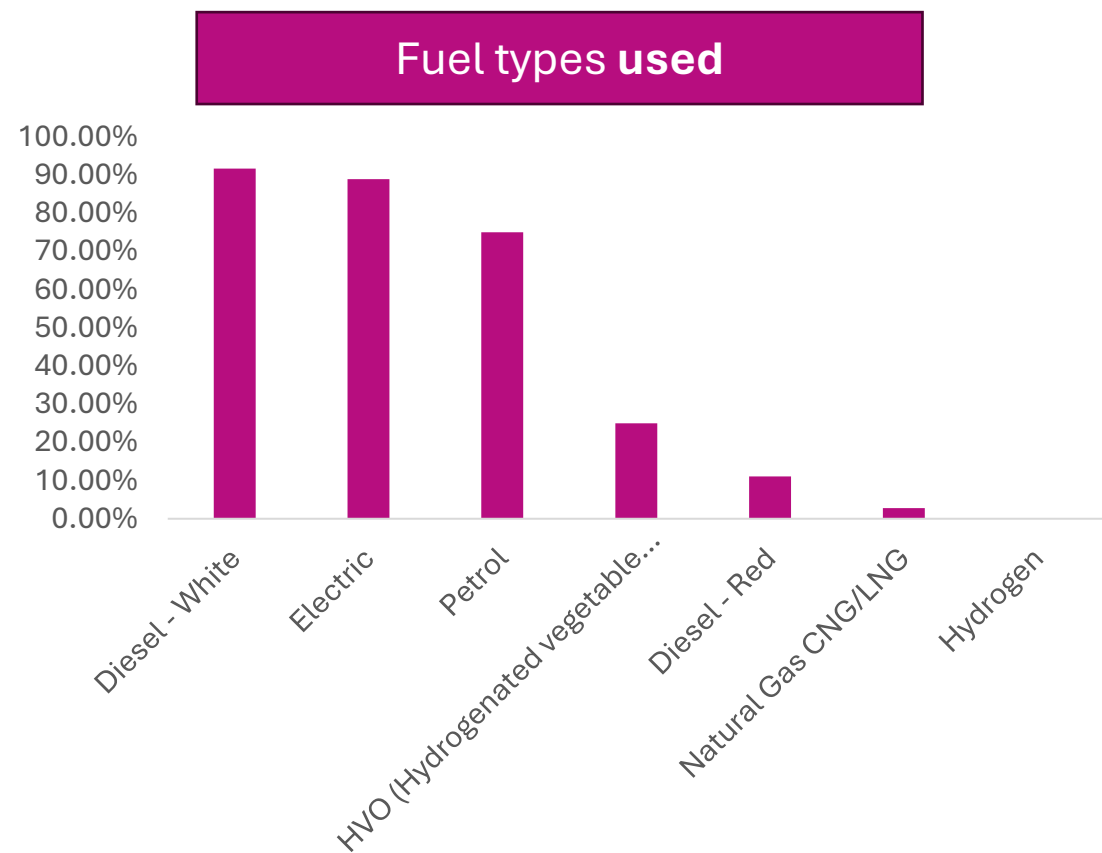
MOT update

- There has been a **trial** underway since **February** where testers must upload **images** of the entire vehicle in the testing bay
- Aim is to prevent ‘ghost MOTs’ where fake certificates are issued without seeing the vehicle
- They are not accepting new centres into the trial at present





Fuel types





Fuel costs over time

Diesel / petrol prices continue to fall...

Diesel - average UK prices over time

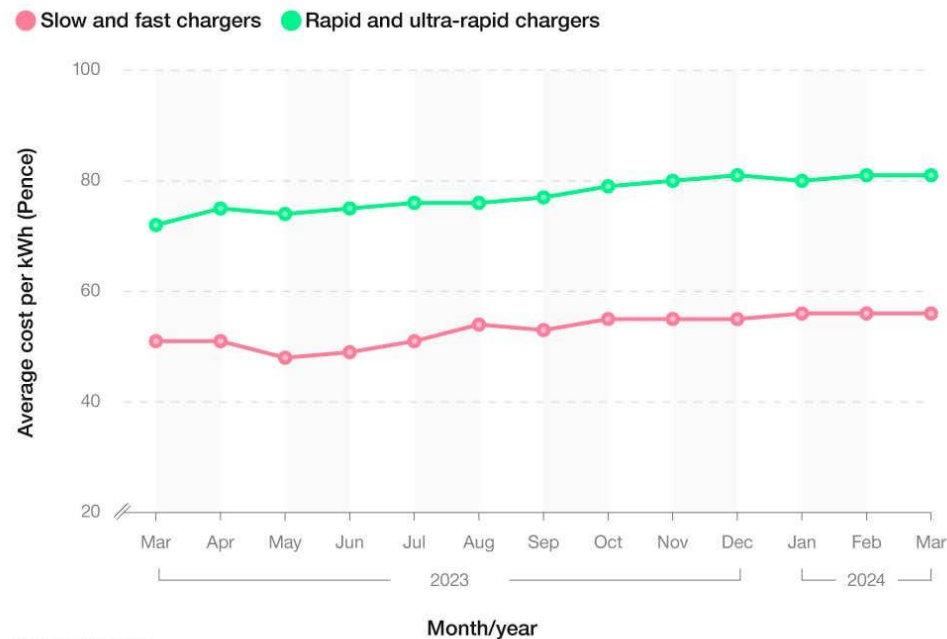


Latest prices for B7 fuel in pence per litre. Errors and omissions excepted

Source: [RAC Fuel Watch](#) • [Embed](#)

RAC Fuel Watch

Public EV charging rates...



Source: Zapmap

Note: home / off peak charging tends to be significantly cheaper

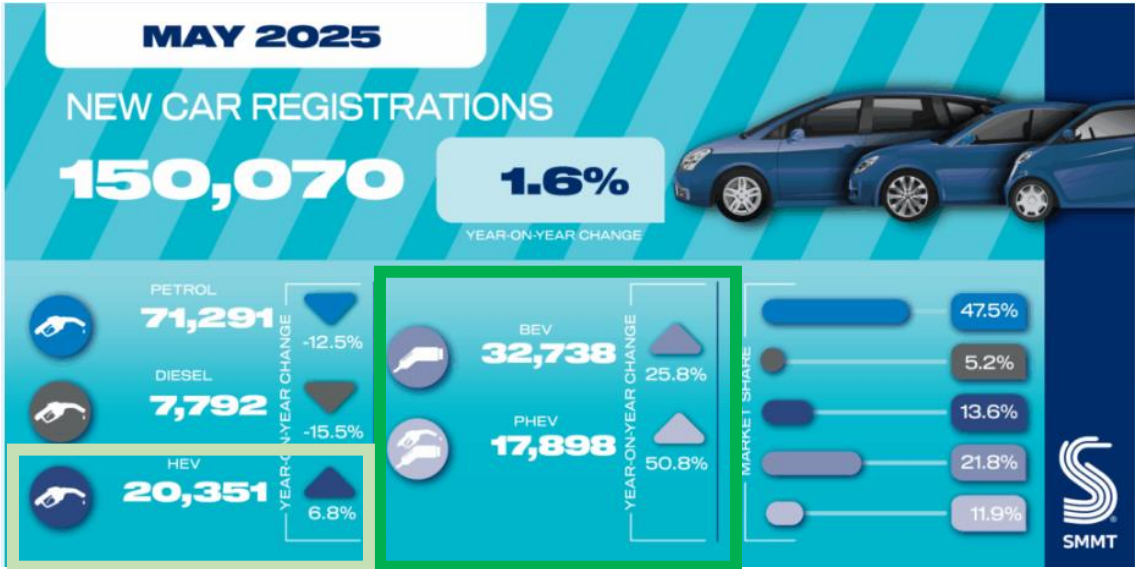


Vehicle registrations by fuel type

Light Commercial Vehicles

	YTD-25	YTD-24	% CHANGE	% YTD 25 TOTAL	% YTD 24 TOTAL
BEV < 3.5T	9,756	6,877	41.9%	7.6%	4.7%
BEV RIGIDS > 3.5 -4.25 T	753	444	69.6%	0.6%	0.3%
DIESEL < 3.5T	111,321	133,798	-16.8%	86.5%	92.3%
OTHERS < 3.5T	6,798	3,879	75.3%	5.3%	2.7%
TOTAL	128,628	144,998	-11.3%		

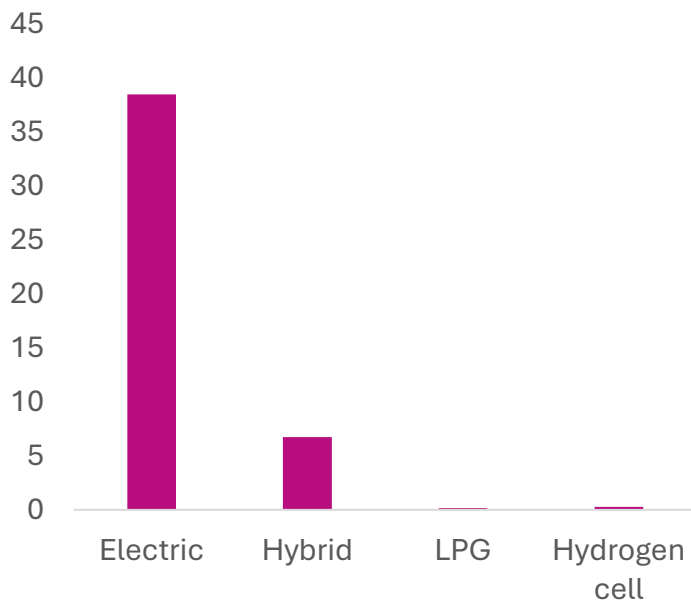
Cars



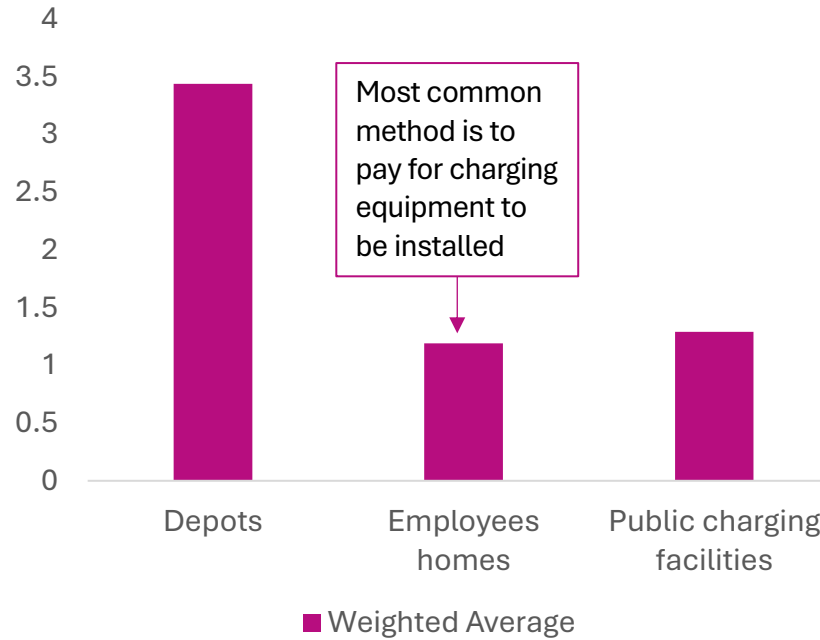


EVs – a closer look

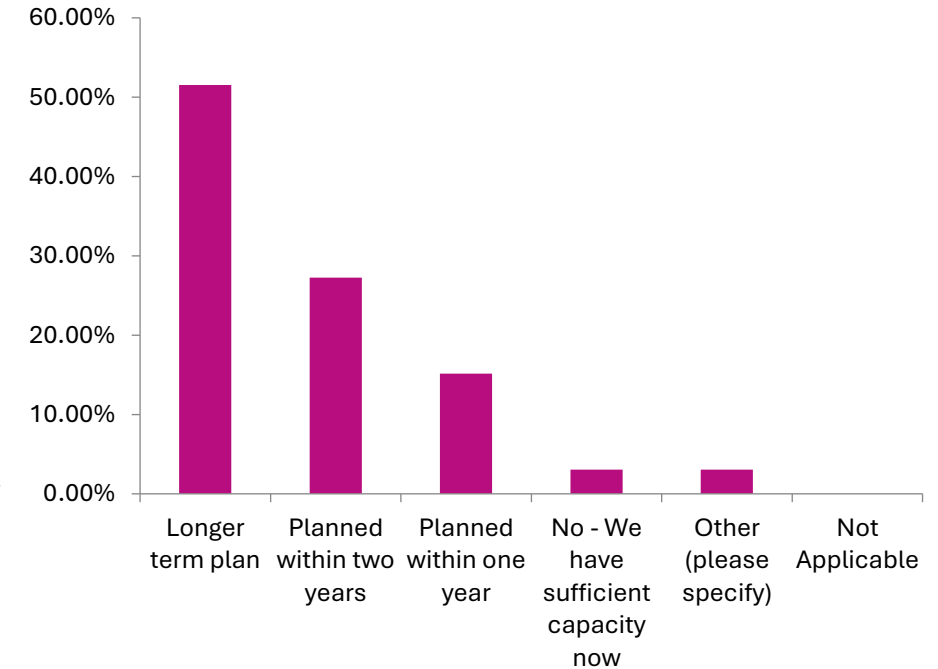
Number of alternative fuelled vehicles

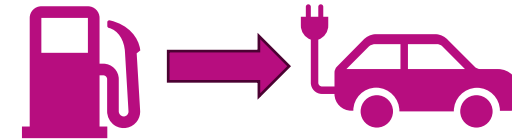


Location of EV charging (proportion)

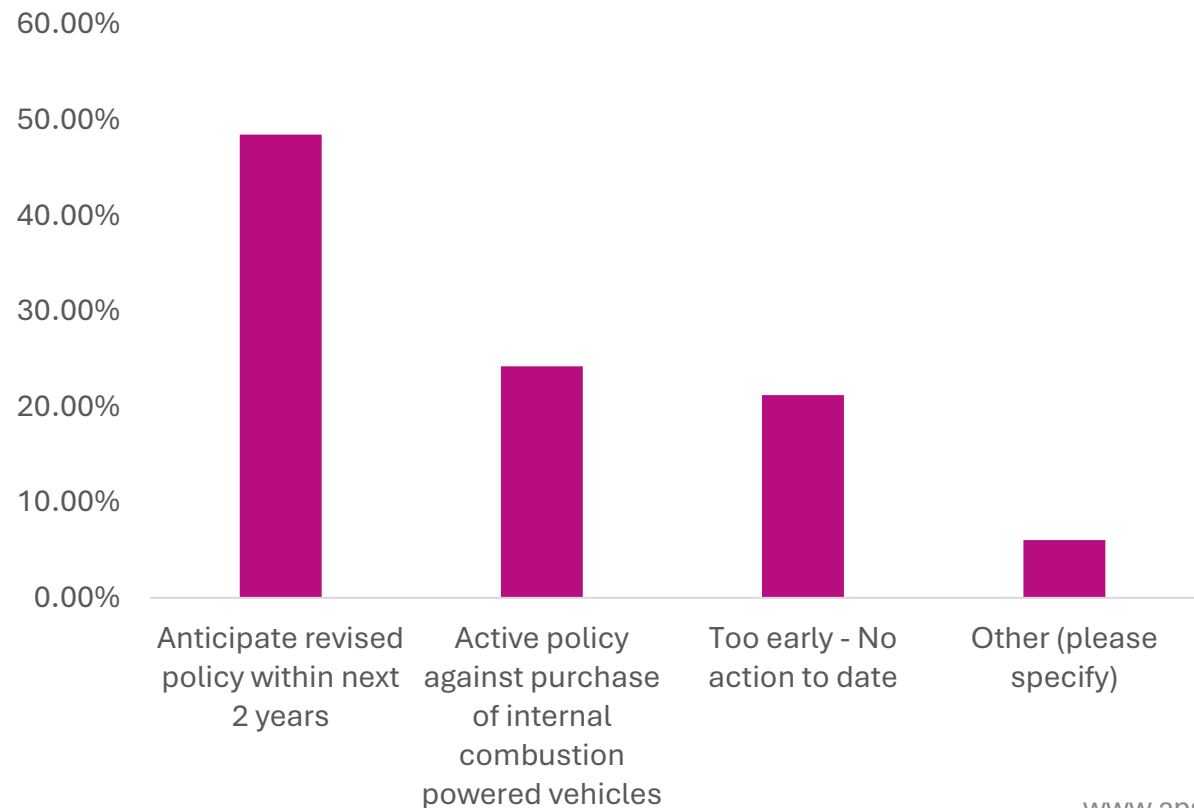


Are you adding additional electrical supply capacity to charge EVs?





LA responses to government's plan to end sales of new petrol/diesel cars (by 2030)

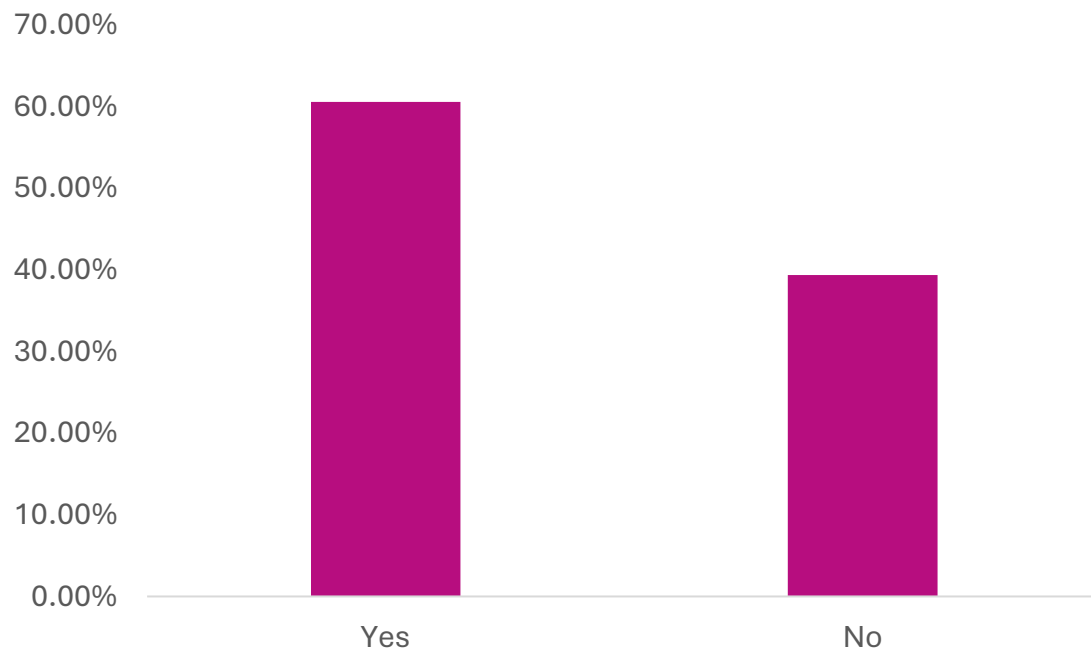


As an aside...

- UK *central government* fleet target is by 2027 to phase out petrol/diesel, including Defra, EA, National Highways.
- Excluding local authorities.
- But they may apply for exemptions (!)



Salary sacrifice schemes

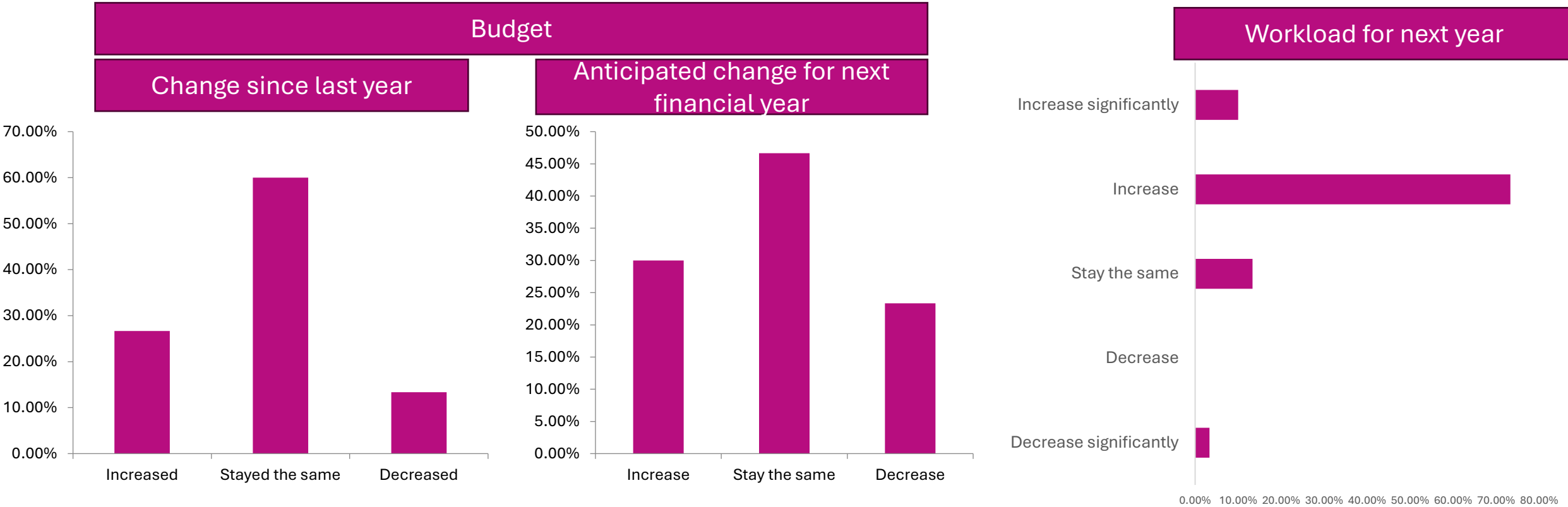


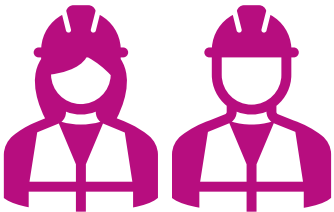
We did not ask on vehicle types for this question but may do so in future.

We know this is an increasingly attractive method for EV take-up



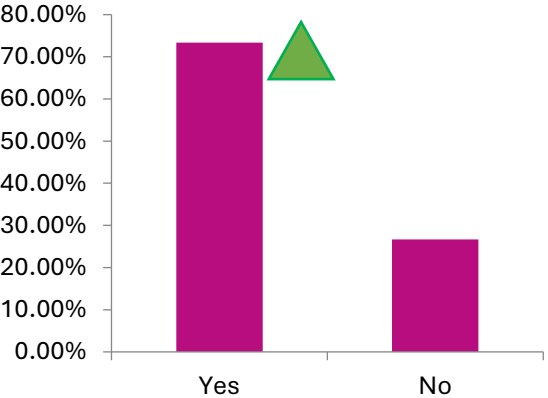
Fleet Budget vs workload



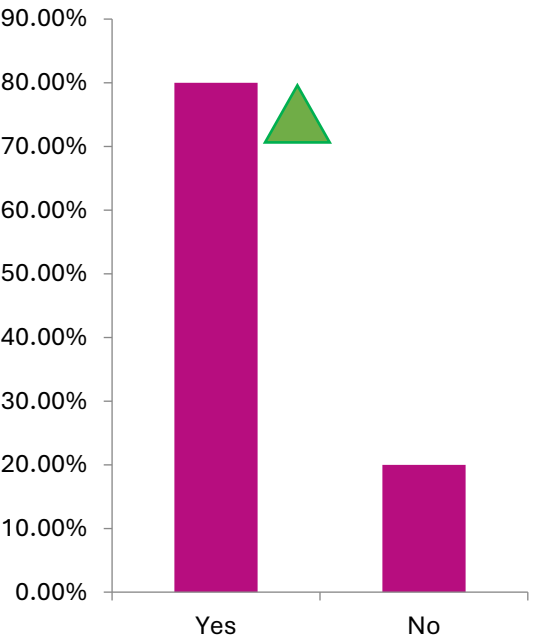


Workforce

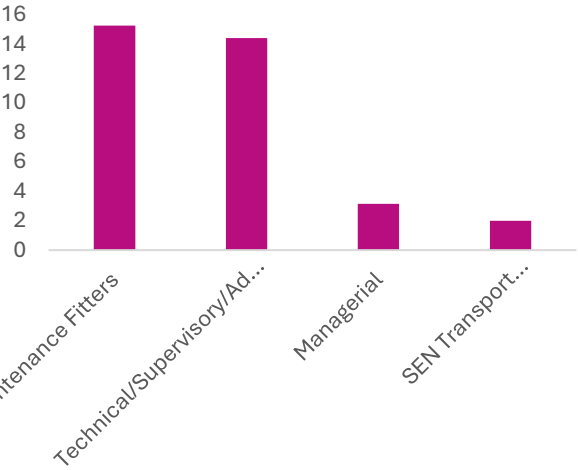
Absences – acceptable level?



Apprenticeships



Staff type – average number



43 ▼

Average age of maintenance staff
(range 20-55)

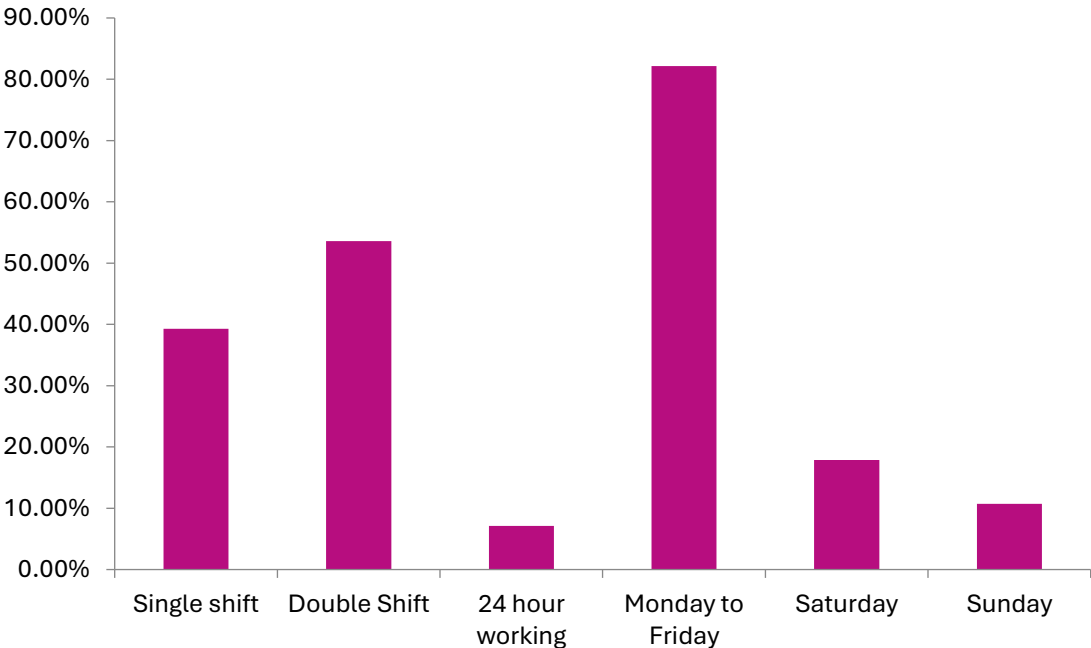
£18.32 ▲

Average hourly pay for fitters
(range £16-£21.66)

80% ▲

In-house delivery

Shifts





Recruitment and retention

Are you having trouble recruiting or retaining staff? (over the past 12 months)



“Recruitment and retention of mechanics and HGV drivers is a real issue.”

“We have trouble recruiting Technical staff, despite increasing salary approx 30% over a two year period.”

“An aging workforce which will put added strain on to the service in the coming years.”

“Public sector salaries can not compete with private sector. Staff cannot afford to live in London so many are travelling from outside.”



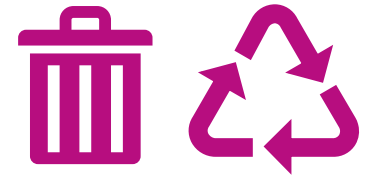
In your own words...

Growth areas over the next 12 months:

- **EVs** (upskilling)
- Increased workshop workload due to **aging fleet**
- **External** customers, MOT provision
- Fewer vehicles through route optimisation = less maintenance
- More vehicles due to more housing
- Taxi licensing increased demand

Decreasing areas over the next 12 months:

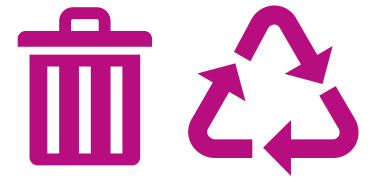
- **Most common** answer by far was **no decreases expected**
- Reducing fleet size
- Switch to EVs = reduced workshop load
- New RCVs = decreased maintenance
- Administration
- Taxi/small van repairs/private MOTs – focus on maintaining core fleet



The state we're in

Waste and Recycling





Simpler recycling

- Already in place for businesses since March
 - EA enforcement???
- From end of March 2026...
 - Food
 - DMR
 - Paper and card (ideally separate)
- From 2027...
 - Soft plastics

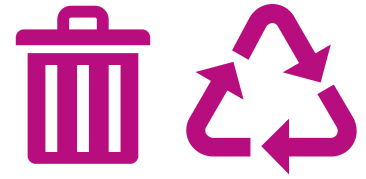
The known unknowns... and challenges...

- Funding
- EPR/ETS (more on that later)
- Contracts
- Exceptions (transitional arrangements)
- Procurement (lorries/bins/caddies)

SK... on track for SR?

- APSE Award Winners 2024
- Brought in separate paper and card bin
- Reduced contamination
- Battery recycling
- Still need to introduce food... but say they are on track





Food for thought

- 2026
- Still a long way to go in terms of coverage (~50%)
- AD capacity
- Separate food preferred over mixed with garden waste
- Need to learn from Wales
- Procurement
- North South Divide
- Apartments...
 - RELondon case studies, and consultancy (!)

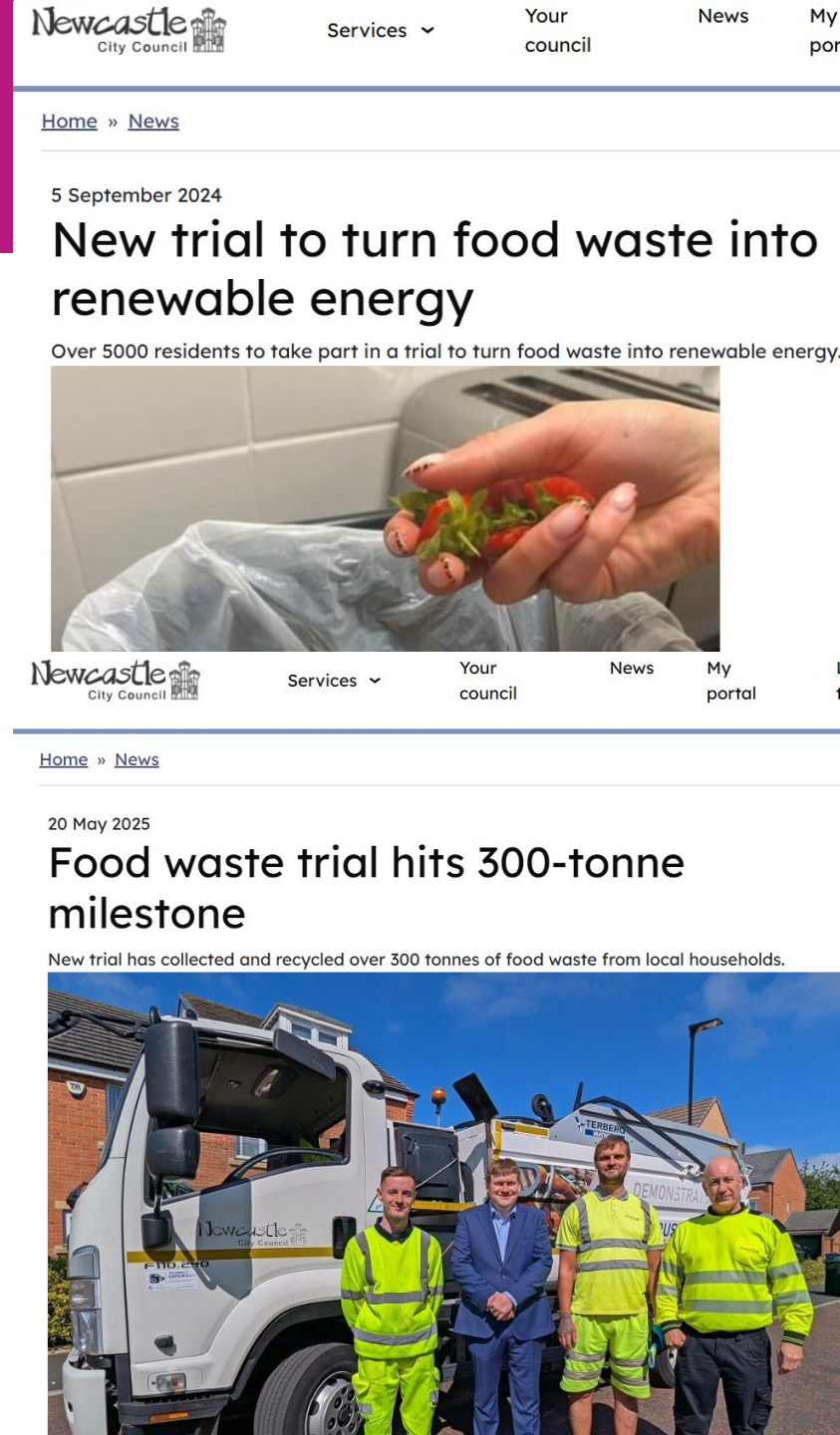


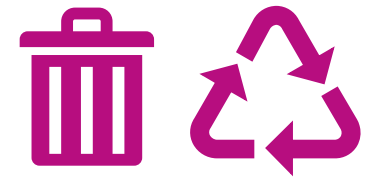


It's about communication...

Example: Newcastle-upon-Tyne

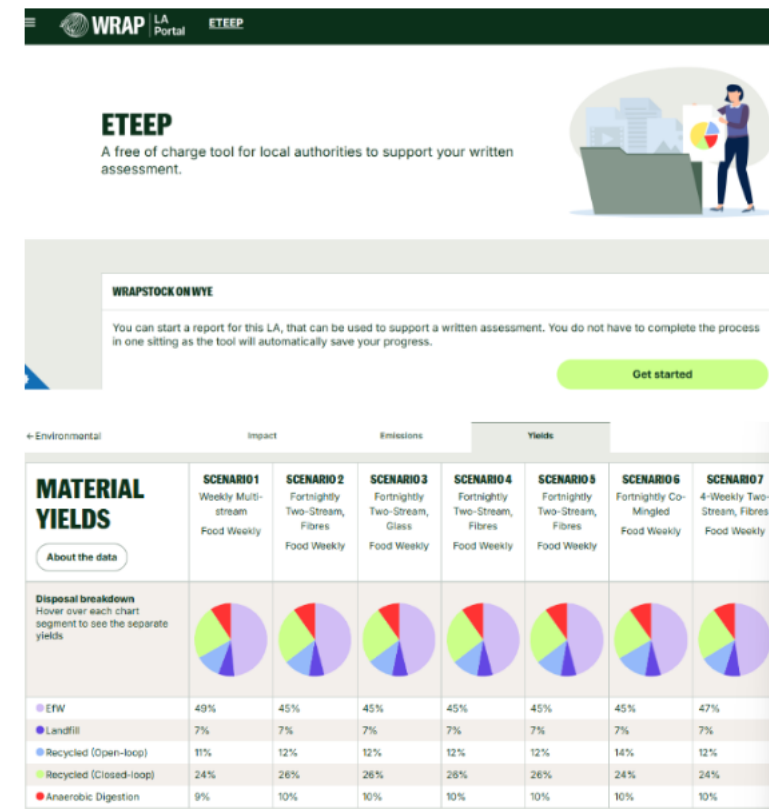
- “This effort has generated an impressive **750,000 kWh of renewable energy**, enough to power **281 homes** or heat **67 homes** for an entire year.”
- “It’s fantastic to see our residents embracing this initiative. Not only are we generating clean energy with a **net zero** carbon impact, but we’re also producing high-quality fertiliser that enhances soil health across the region”
- “**198 tonnes** of nutrient-rich liquid fertiliser, which is distributed to **local farms**”
- “The initiative anticipates the requirements of the Environment Act 2021, which mandates all councils in England to implement food waste collections by March 2026.”

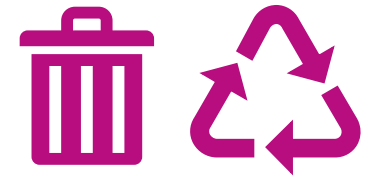




TEEP it simple

- WRAP: ETEEP TOOL
- A free of charge tool for local authorities to complete their written assessment in line with Simpler Recycling legislation.
- Simpler Recycling legislation requires local authorities to collect, as a minimum, paper and card separately from other dry recyclables (plastic, metal and glass) unless it is not technically or economically practicable or there is no significant environmental benefit.
- A written assessment is required where one or more of these apply.



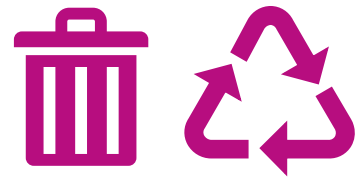


EPR and ETS

- We need some intelligence on EPR payments / methodology / 'effectiveness'
- ETS a big worry
- Peter and Paul?...

Deposit return scheme

- It's happening...
- Wales going its own way
- No glass
- Impact on collected DMR?
- Positive impact on streetscene?



Circular Economy

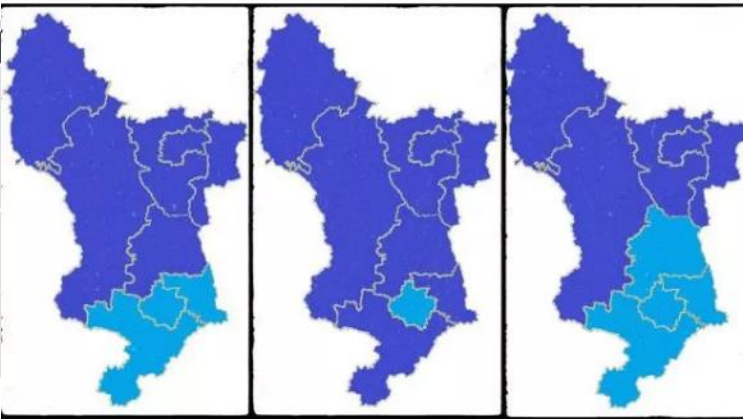
- Waste hierarchy as standard, let's move away from it being a 'nice to have'
- HWRC design – consultancy?
- Re-use shops and hubs (GM key example)
- Partnerships with local charities, volunteers, upskilling, **social value**
- Emerging: Repair Cafes, Libraries of Things (Levenshulme)
- CE Strategies in Scotland / Wales
 - England CE Strategy in its infancy (as always)

Reorganisation – the big (un)knowns

- Every combination under the sun
- But climate change does not wait for reorganisation... start having those conversations now...
 - We're here to help!
- Net zero target dates
- Council's corporate emissions
- Frontline service harmonisation
 - Simpler recycling: regional consistency opportunities?
 - Food waste: economy of scale?
 - Bin and cleansing routes



Geography	Population
	603,676
	North: 287,826
	South: 315,850



Key
 Stoke-on-Trent City Council
 Administrative Boundary
 Staffordshire County Council
 Administrative Boundary

1e Nottinghamshire and Nottingham City + Broxtowe + Rushcliffe



1. Nottingham City boundary is expanded to include **Broxtowe** and **Rushcliffe**.
2. The **rest of Nottinghamshire** becomes a new unitary authority.

1b Nottinghamshire and Nottingham City + Broxtowe + Gedling

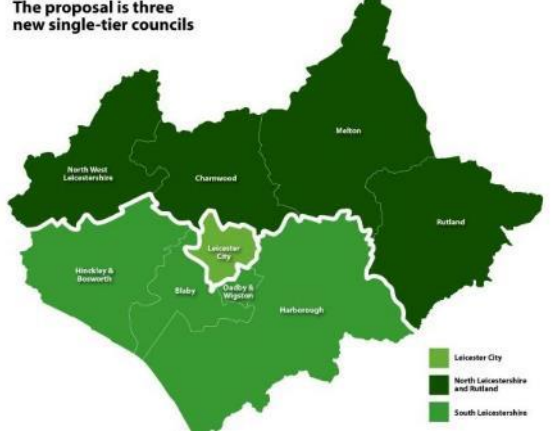


1. Nottingham City boundary is expanded to include **Broxtowe** and **Gedling**.
2. The **rest of Nottinghamshire** becomes a new unitary authority.

2 Nottinghamshire and Nottingham City

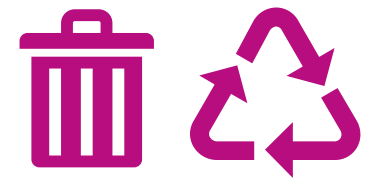


1. **Nottingham City** boundary remains the same.
2. The **rest of Nottinghamshire** becomes a new unitary authority.



The proposal is three new single-tier councils

Leicester City
 North Leicestershire and Rutland
 South Leicestershire



Reorganisation

- What's worked and what hasn't?
- What rationalisation has occurred, what savings have been achieved...
 - or still in a period of multiple councils under one new logo?
- **Not only about the bin collections and colours!**
 - Depots (rationalisation/upgrades?)
 - Working practices
 - Multiple waste contracts

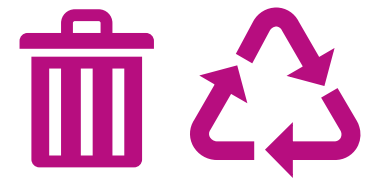
Consultations /strategies on harmonisation currently underway:

- Westmorland & F
- Cumberland
- North Yorkshire

Where has it been done well?

- The two Cheshires





The unsung heroes

Battery and WEEE collections

- ESA in favour of kerbside
- Only 100 councils do so (for one or the other)
- Operational approaches?
- Reduced fires
- Research/briefing opportunity

Glass

- Still not 100% kerbside collection
- Bring banks
- Not in DRS...
- Best way to collect separately?

Textiles

- We're only scratching the surface of this problem
- Fast fashion
- Exports
- Kerbside or not?

You can now
recycle batteries
at the kerbside!



recycle for Dumfries and Galloway

Dumfries & Galloway

Glass recycling bins
are on their way

Bins will be delivered from
Monday 1 February until the
end of March



COTTON
ON TO
RECYCLING
YOUR
CLOTHES

The state of the market...

Consultancy

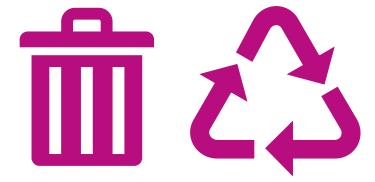


Other public sector organisations



How do we stand out?
How do we compete?

How do we stand out?
How do we work with them?

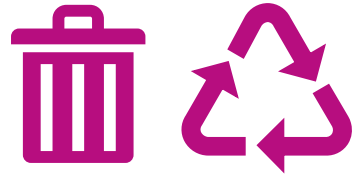


How can you help?

- Waste strategies
- Feasibility studies
- Circular economy/reuse
- New contracts (PFIs)
- Behavioural change and campaigns – best practice
- **Anything else?**

How can we stand out?

- Marketing/case studies
- By local authorities, for local authorities
- Real world experience
- Not for profit
- Ethical



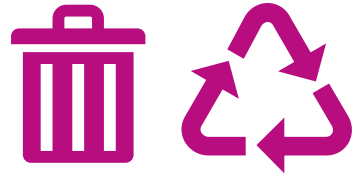
Over to you...

5 mins

A recent case study of waste work you have done you are most proud of?

We're introducing a new Recycling and Waste Strategy to help improve waste collection in Liverpool





Over to you...

5 mins

How can we support local authorities with their waste strategies over the next 12-18 months?

**Have your say on
waste and recycling**



The state we're in

Highways / Street lighting

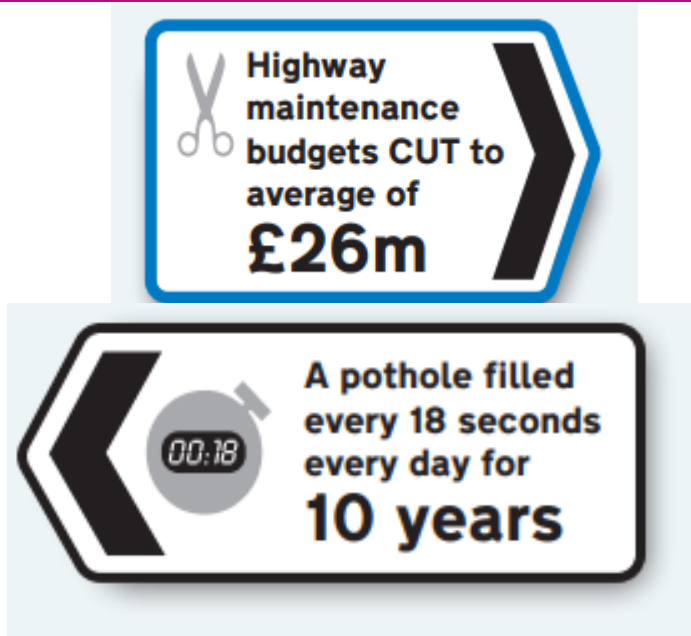




ALARM bells keep ringing for local roads



Find out more at the upcoming Highways Network webinar on Thursday 17th July 2pm where David Giles from the ALARM survey will speak





Government updates

£1.6 billion more
on local road
maintenance
= 7 million
potholes

£4.8 billion more
– for **National
Highways** for
critical road
schemes

Beyond potholes...

- How national standards and a revamped code of practice will drive consistency across 150+ highway authorities
- New funding models will incentivise preventative maintenance and make local authorities more accountable
- How emerging technologies — from AI to decarbonised materials and solar lighting solutions — can radically improve asset management and road sustainability

www.apse.org.uk



Lilian Greenwood MP
Minister for Future of Roads
Nottingham South



RAC to the bottom?...

RAC pothole-related breakdowns jump at start of 2025

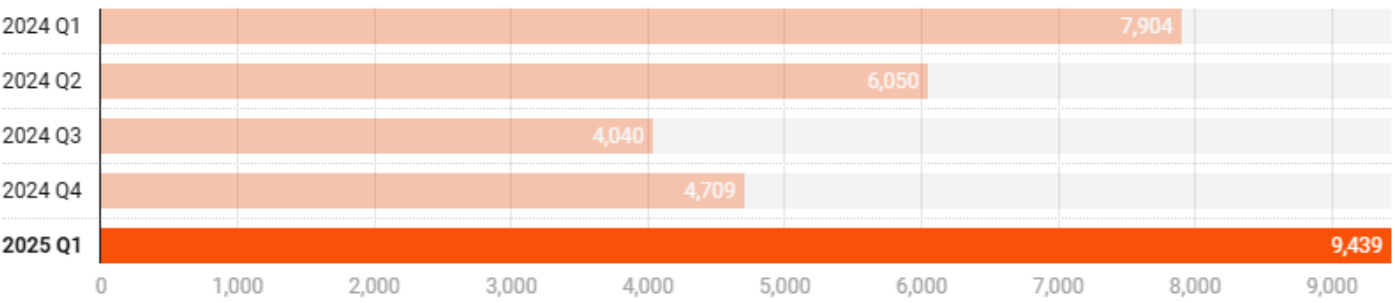
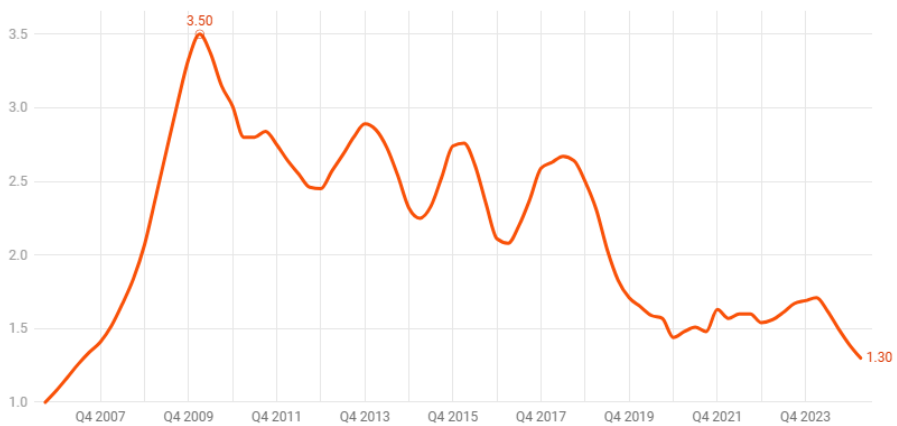


Chart: RAC press & policy office • **How likely are you to break down as a result of hitting a pothole?**

Lower figures are better. The RAC Pothole Index tracks how much more likely it is compared to back in 2006, eg 2.0 = twice as likely



A 12-month rolling measure of the share of RAC pothole fault breakdowns compared to 2006, corrected for seasonal weather effects and improving longer term vehicle reliability
Source: [RAC](#) • [Embed](#)

Local authorities with minor roads in a 'Red' condition

England only. 'Red' defines roads where further investigation is required to ascertain if work is needed immediately. For notes, see [here](#). For data accuracy / reliability information, see [here](#)

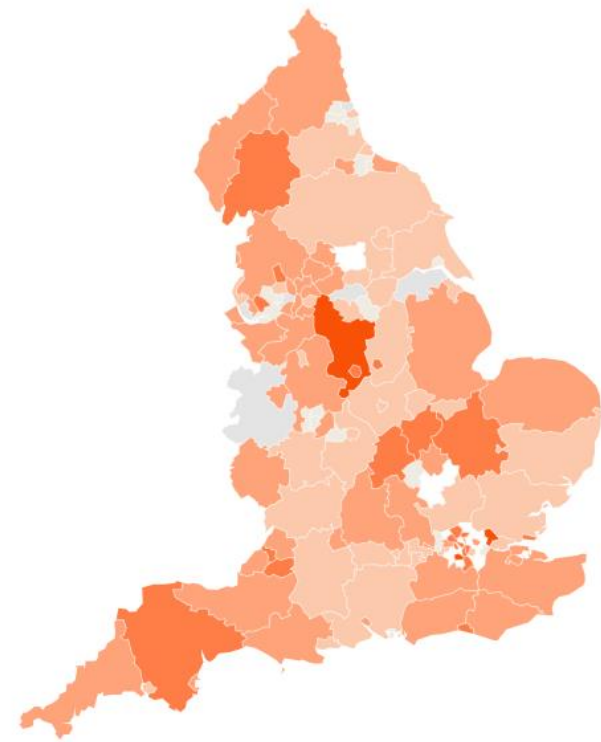
Lower % = better. Higher % = worse

3%

5%

10%

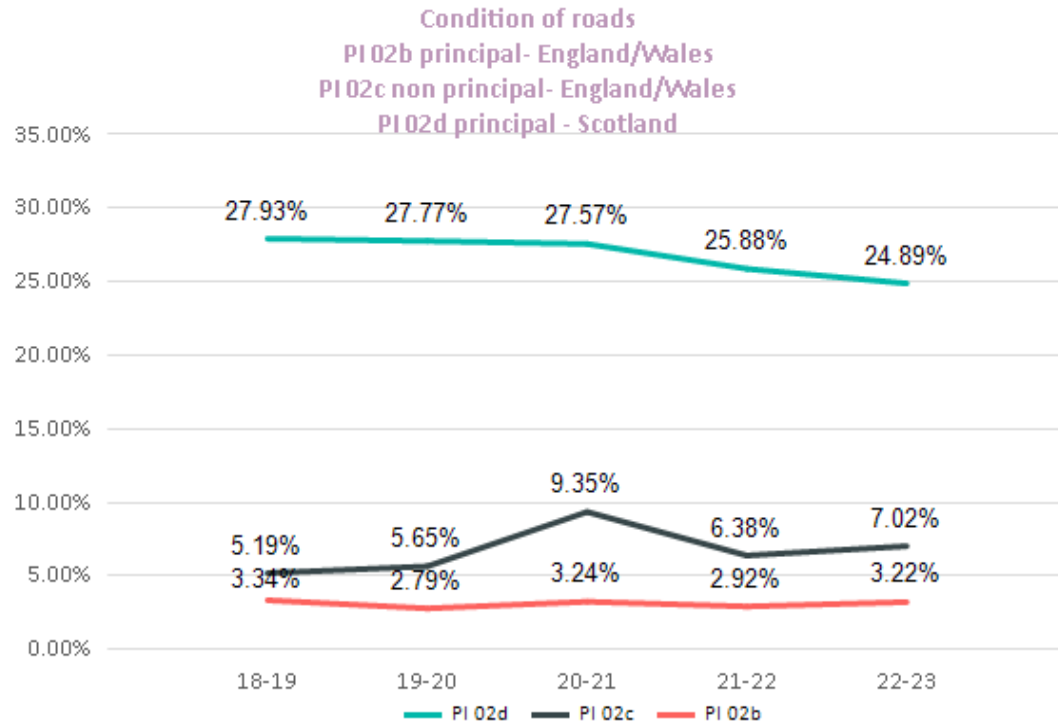
26%



Not quite...

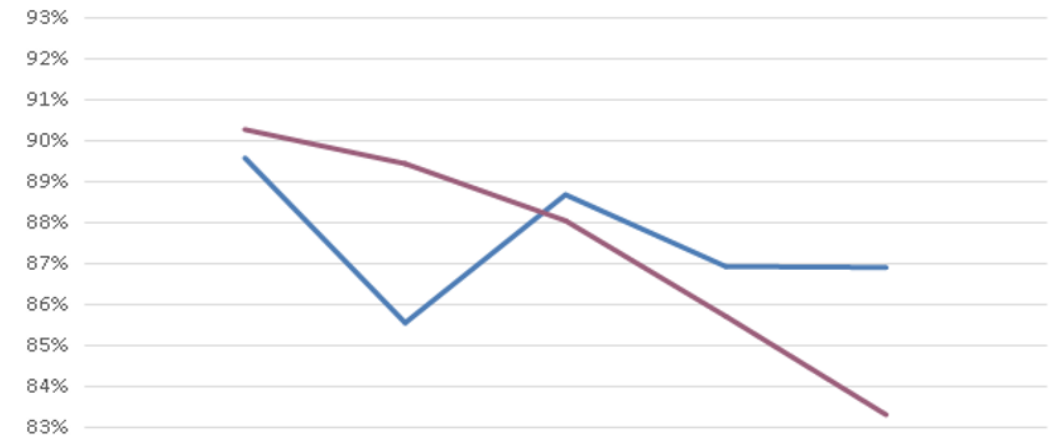


Our PN survey says...

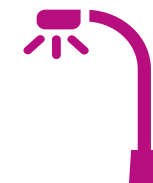


Carriageways and footways

PI 03a % damaged roads made safe in target times
 PI 45a % damaged footways made safe in target times



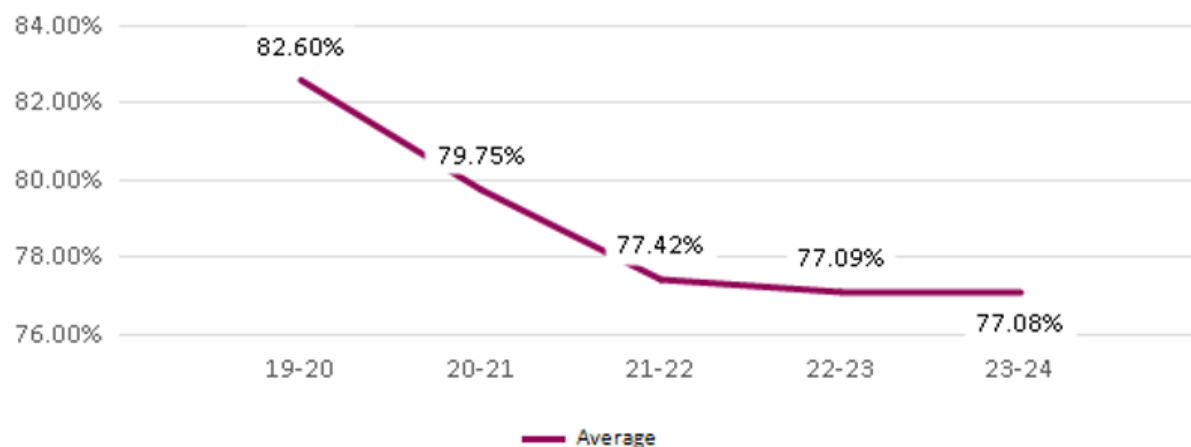
		19-20	20-21	21-22	22-23	23-24
Carriageways	PI 03a	89.58%	85.55%	88.68%	86.92%	86.90%
Footways	PI 45a	90.28%	89.44%	88.05%	85.71%	83.30%



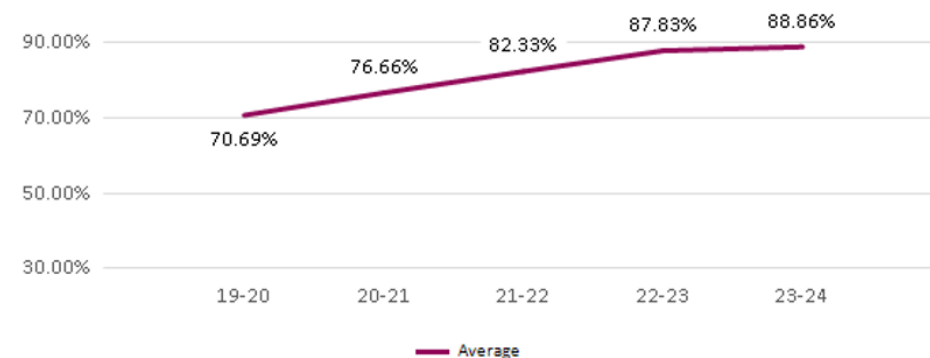
Shed a light on street lighting...

Environmental

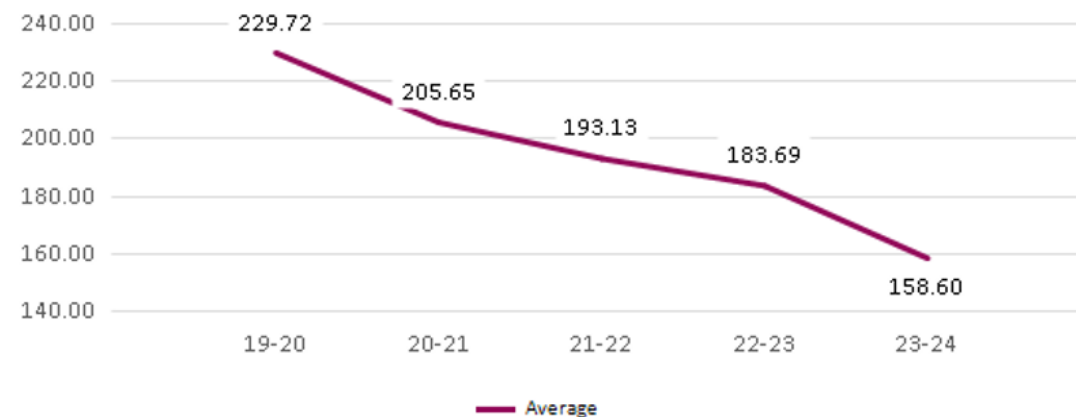
PI 03a Percentage of lamps restored to working condition within 7 days

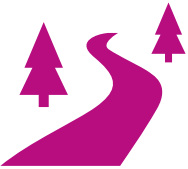


PI 44a Percentage of street lamps that are LED

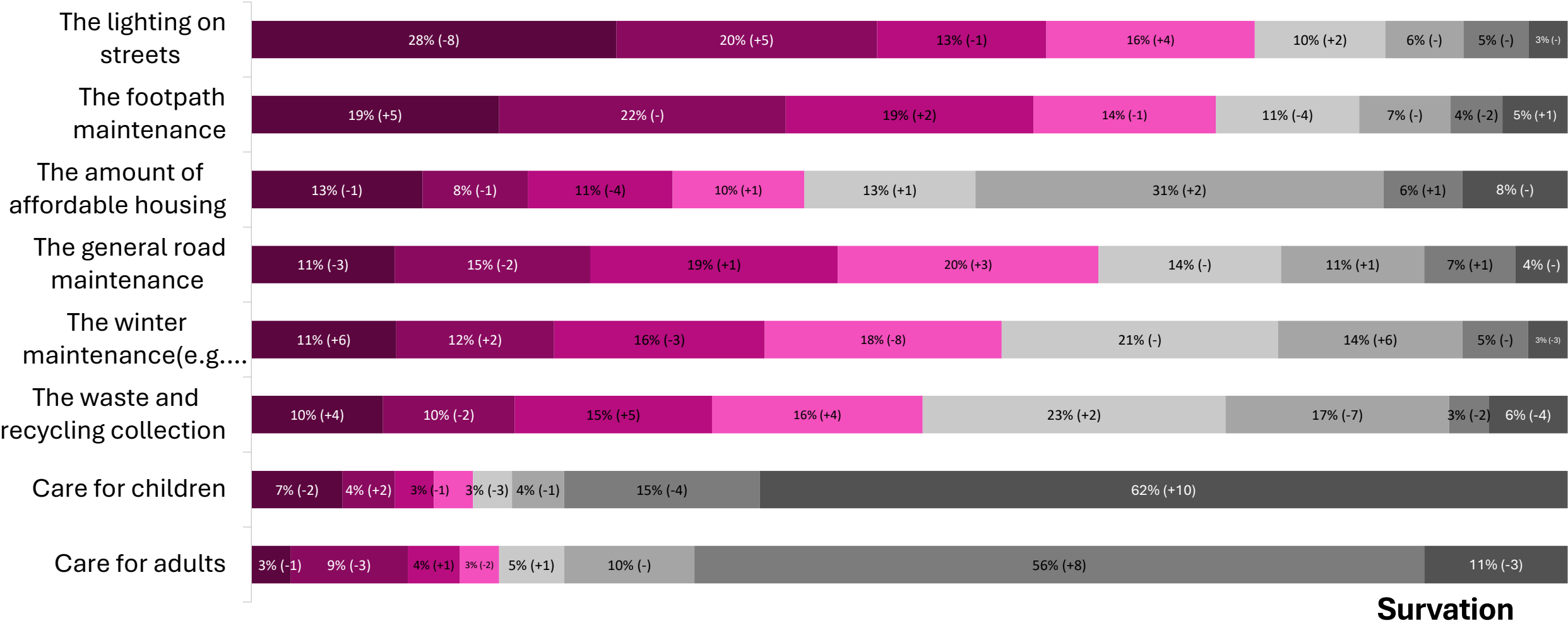


PI 18b Average annual electricity consumption per light (KWH)

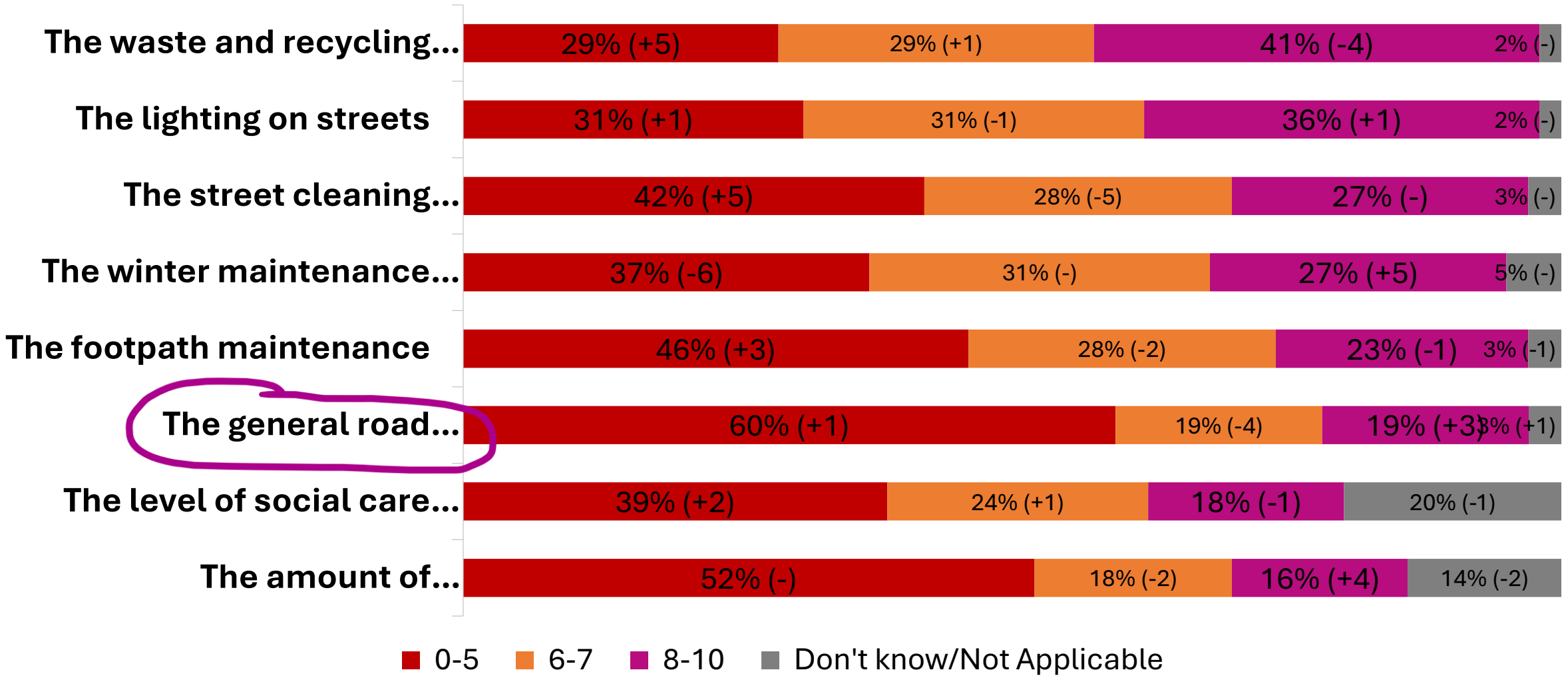




Q2_Summary. Please rank each of the following services in order of how comfortable you'd be to see cut if your local authority were facing bankruptcy

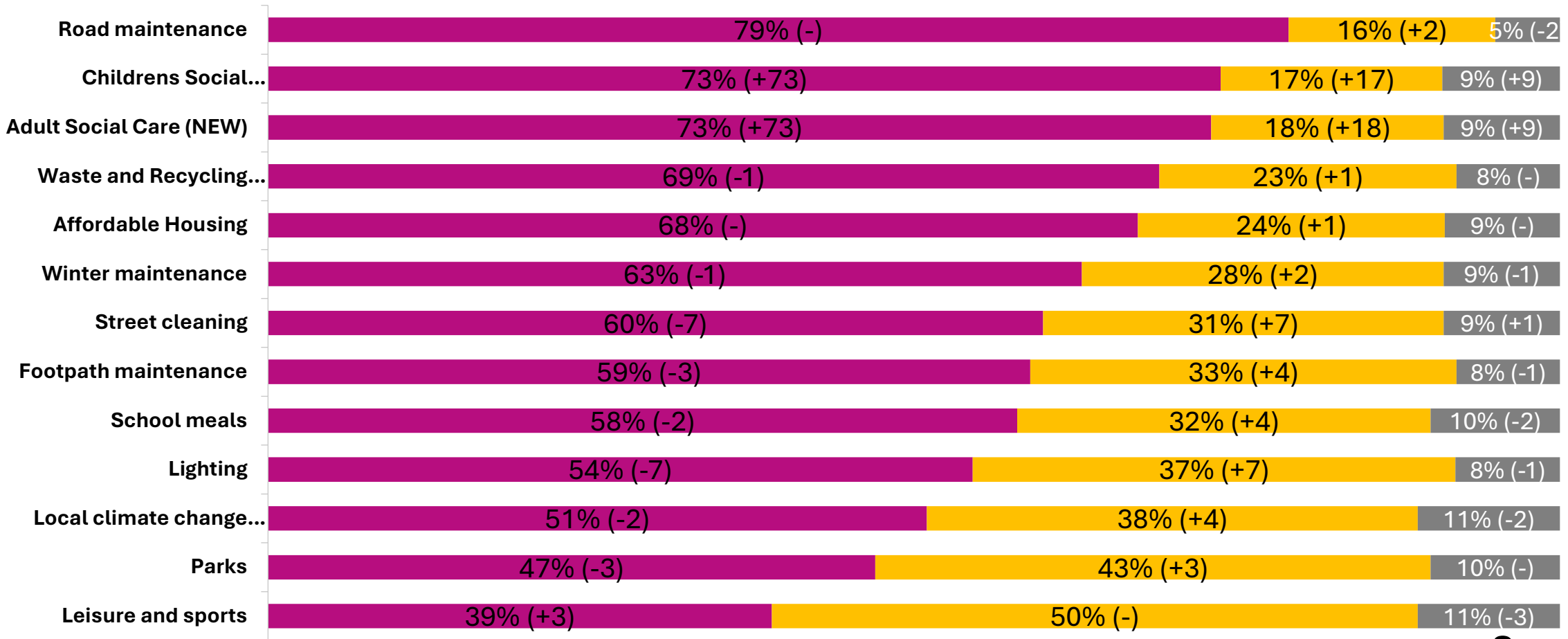


Q9_Q16_Summary. On a scale from 0 to 10, with 0 meaning very dissatisfied and 10 meaning very satisfied, how satisfied or dissatisfied are you with the following services in your local area?





PUBLIC PROTECTION PRIORITIES Q71-Q83. If the local government was making cuts to public services, should the following be a priority to protect?



• BASE: All respondents. Unweighted total: 1734

■ Should be a priority ■ Should not be a priority ■ Don't know



Association for Public Service Excellence

Thank you!

Questions?

Bonni Jee, Principal Advisor

Email: bjee@apse.org.uk



GB 11409



GB 11132



GB 14074

Association for Public Service Excellence

3rd floor, Trafford House, Chester Road,
Old Trafford, Manchester M32 0RS.

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web: www.apse.org.uk

The Yellow Brick Road: The Interim Management Journey 2024/25

By Lucia Gervis, Client Coordination Officer

**I don't think
we're in Kansas
anymore,
Toto.**



Agenda

- Caught in the Tornado
- Pulling back the curtain: Facts and figures for 2024/25
- Current Interim Posts
- What went well
- Marketing Highlights
- Following the yellow brick road back to success...
- Q&A

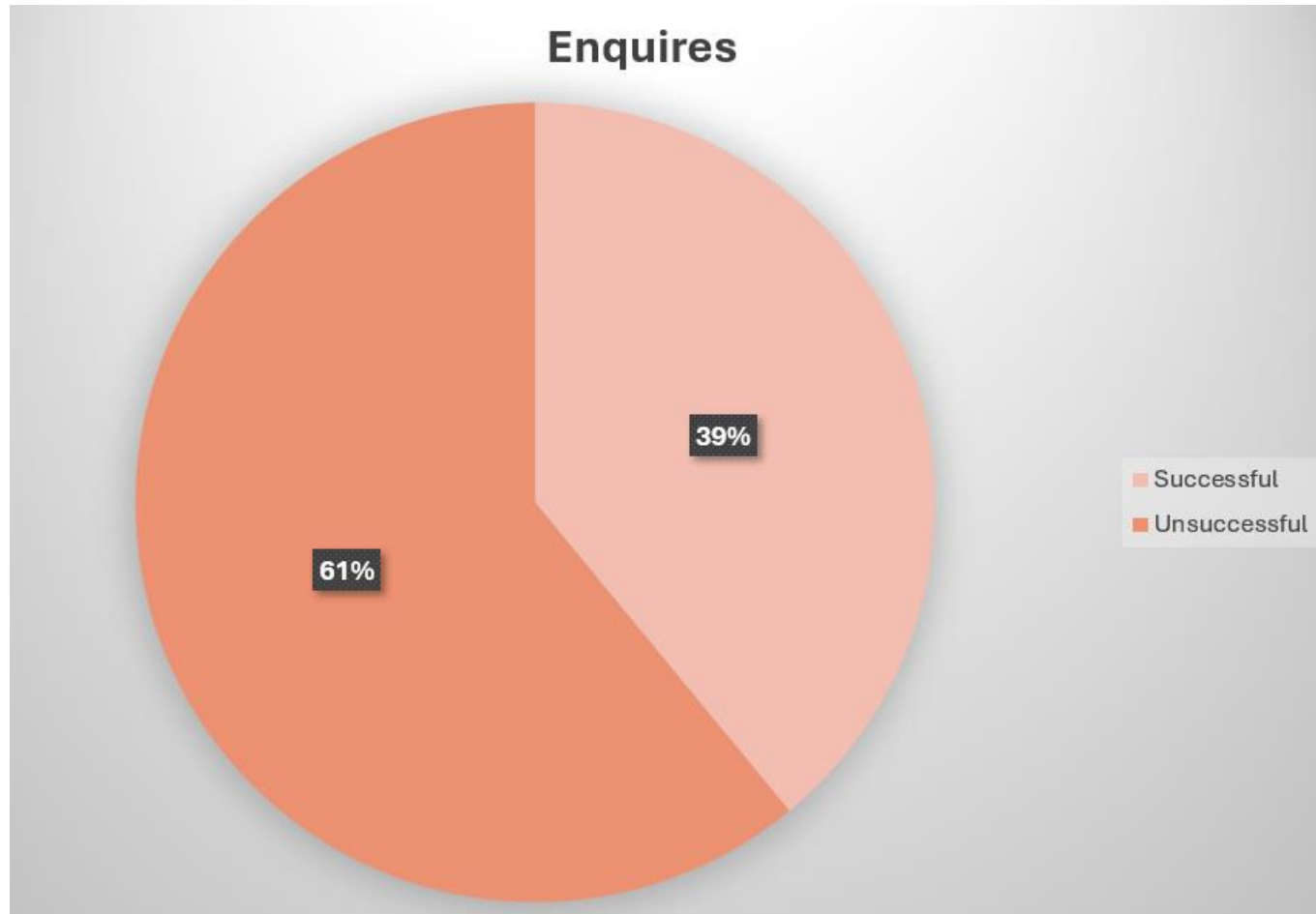


Caught in the Tornado

- Started in April 2024 with 11 interims in place
- Big drop off in June
- Facing challenges filling interim roles
- Still new to the role... had lots to learn
- Uncertain times- synergy transition, political challenges
- LGR announcements- lost contacts and projects



Pulling back the curtain: Facts and Figures for 2024/25



Successful interim placements over the years:

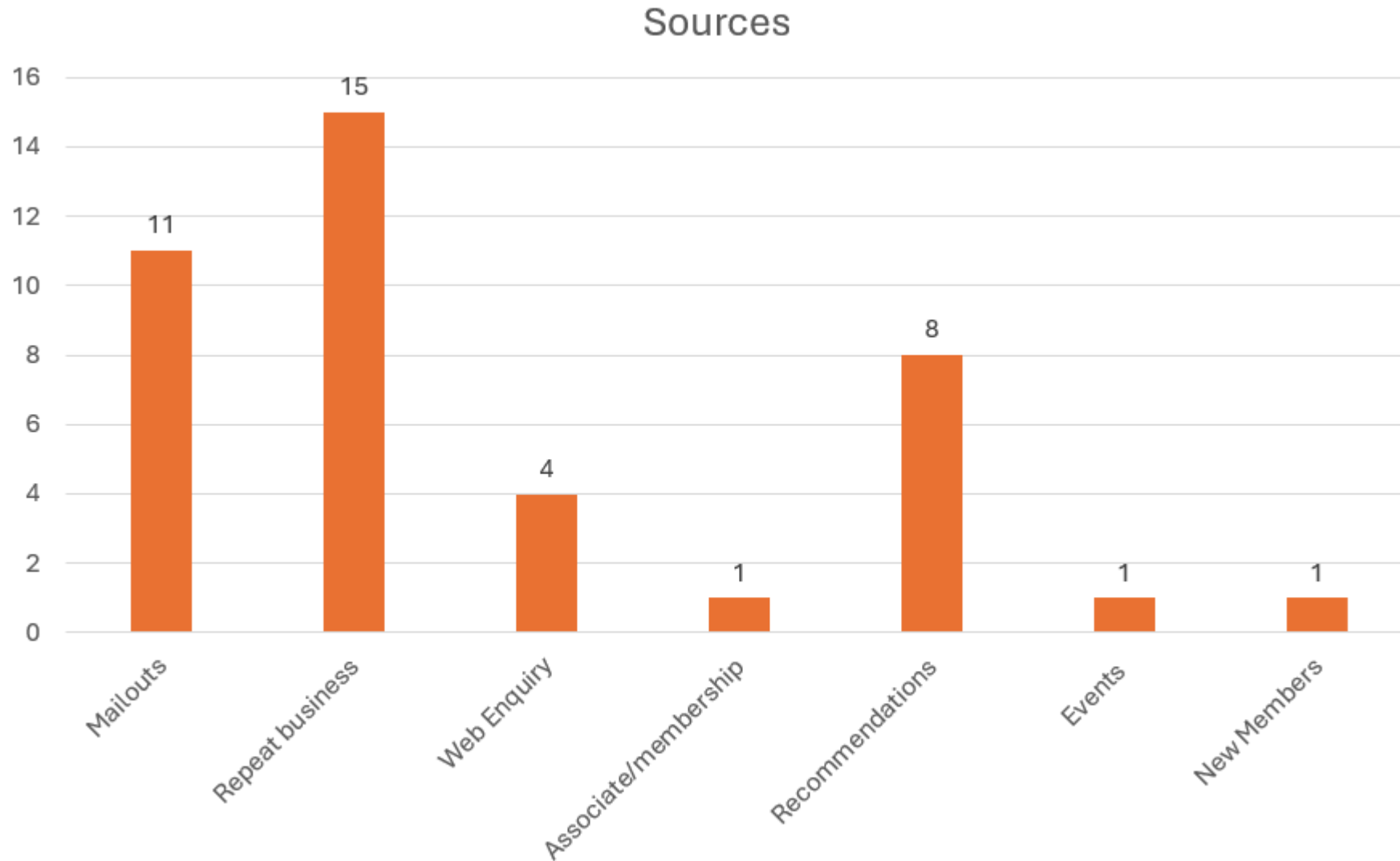
2024/25: 16

2023/24: 23

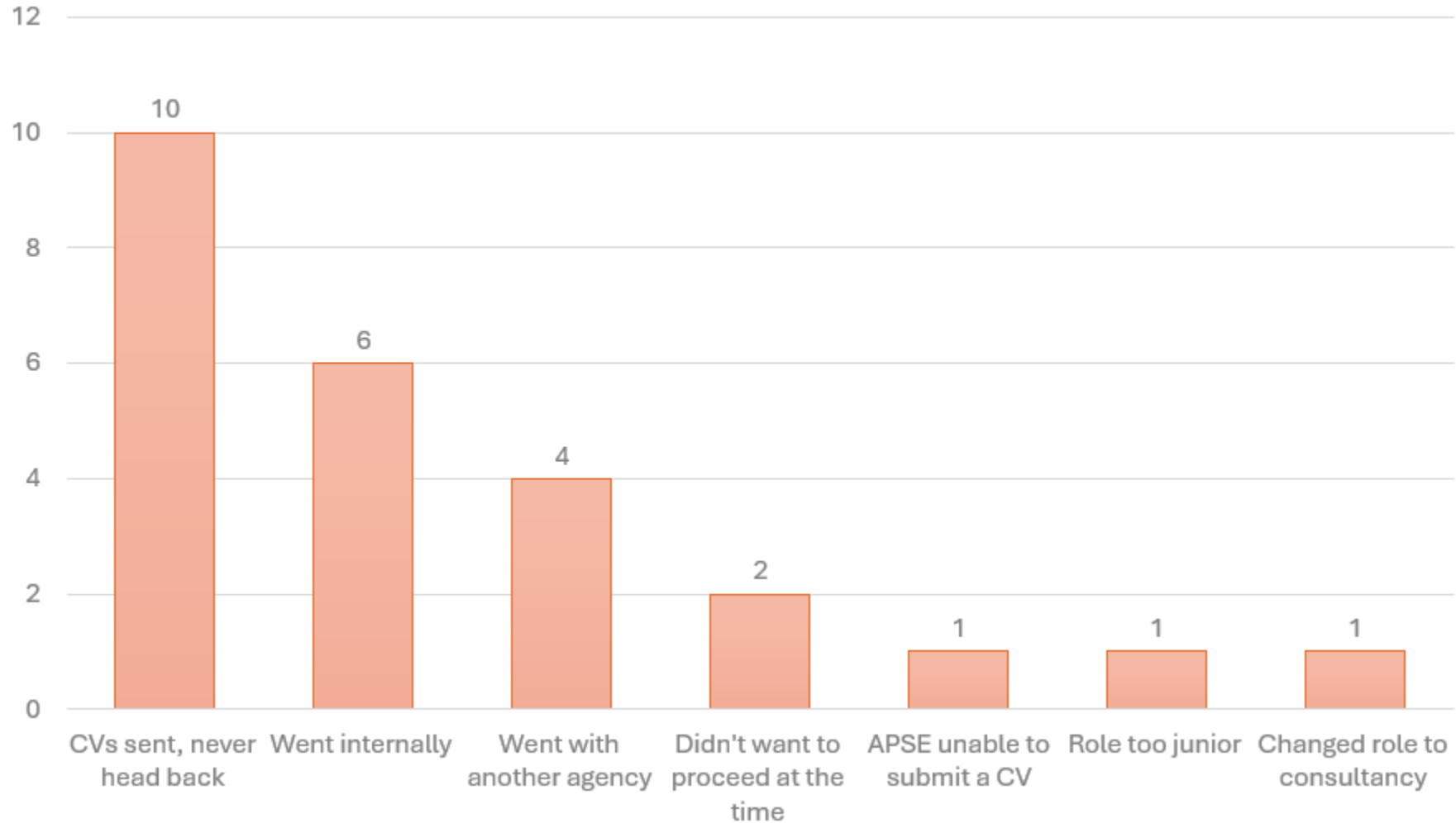
2022/23: 37



Where did they come from?

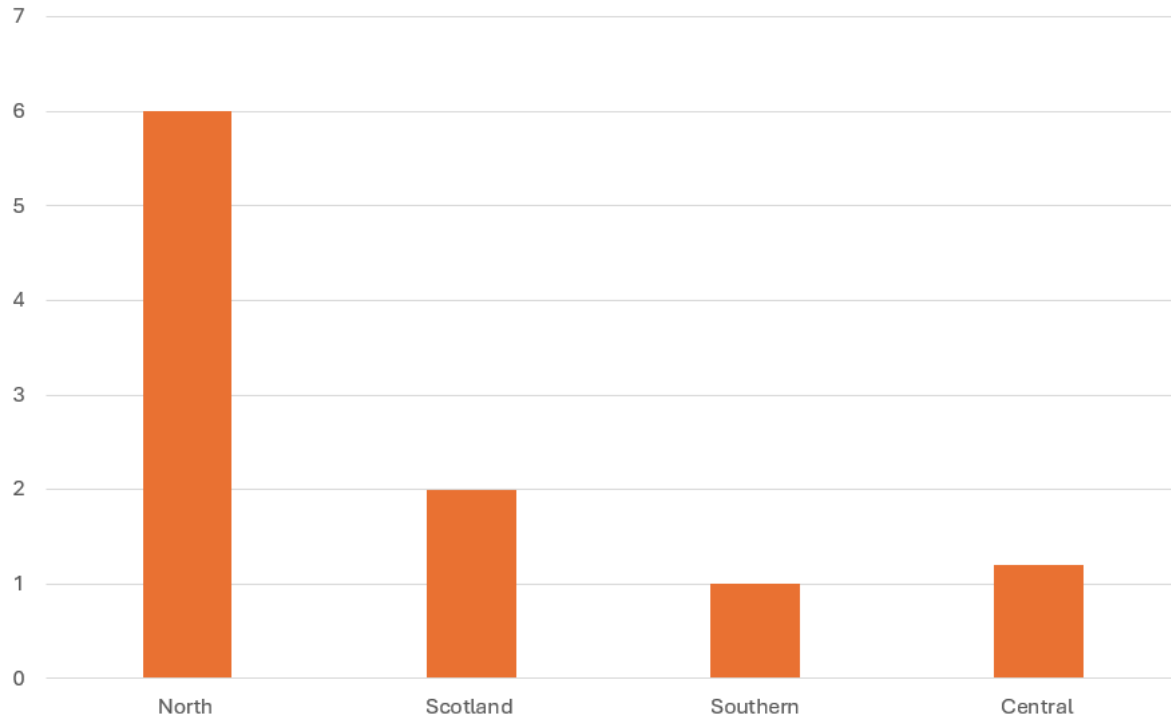


Where did they go?

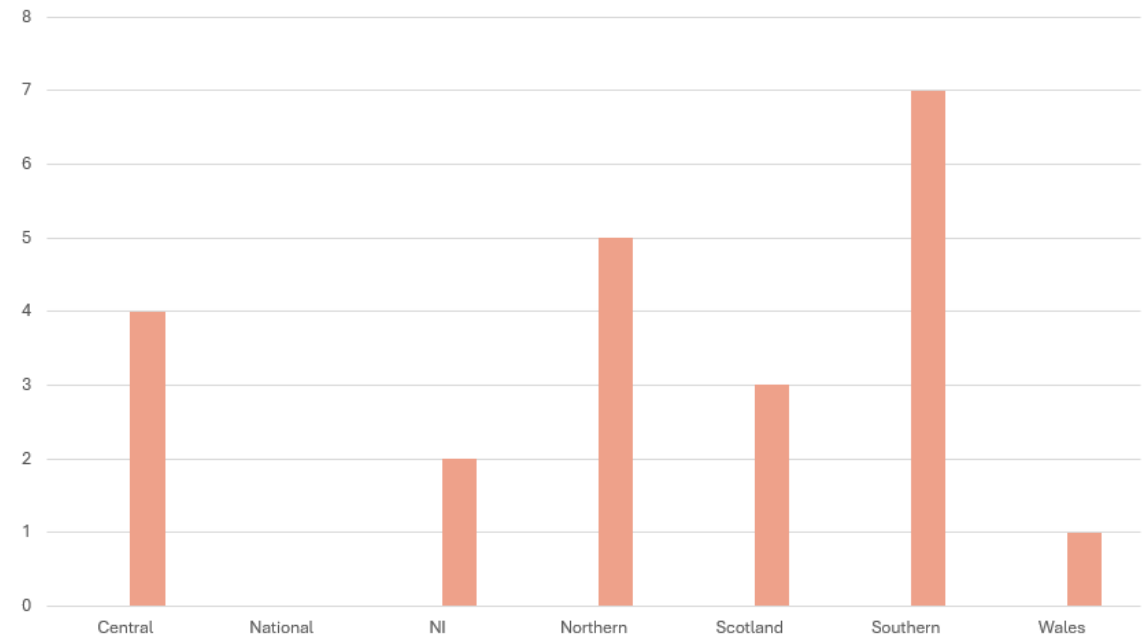


Regions

Regions by job numbers 24/25



Regions by job numbers 23/24



Current Interim Posts

Barnsley – Project Manager for Waste

Derby- Waste

Gedling Borough Council- Fleet

Leicester- Fleet and procurement*

Middlesbrough- Bereavement

Midlothian- Waste

Moray- Asset Review

MRWA- Waste

Newcastle Under-Lyme- Fleet

South Derbyshire- Waste

South Tyneside- Climate Strategy

Rotherham- Waste

Wakefield- Fleet

Westmorland- Fleet



The ruby slippers: What went well

- Uptake of interims in the 4th quarter and they have been growing since
- The start of synergy: new life for solutions
- More associates
- A new opportunity: LGR
- Marketing improvements



Marketing highlights

apse solutions 

Bin There, Do
Manage

apse solutions

Local Government Reorganisation: A series of roundtable events

Free to attend for all member authorities

With County and District councils devolving and the move to unitary authorities becoming imminent we recognise there may be a growing demand for support through this process. Our goal is to provide vital support to councils through this process and equip you with the tools and insights necessary for a smooth transition.

Service improvement planning

Comprehensive service review

Bespoke process benchmarking

Contact Emma Taylor at 0161 772 1810 or e-mail etaylor@apse.org.uk

apse

Are you mat
government r

APSE Solutions
frontline serv

apse

Association for public service excellence

You're going where for your consultancy support???

If you weren't aware that APSE provides consultancy support, you are now.

Why work with APSE?

- As a local government owned, membership organisation, APSE exists purely and simply to support the sector.
- We have exceptional knowledge of operations and best practice from our member UK local authorities.
- Our associates are industry experts with a deep understanding of how local government works, it's services and statutory duties.
- We aim to keep fees down with our fees being significantly cheaper than some of the larger consultancies.
- We are totally free of external bias and will provide a truly independent perspective.
- We are not aiming to generate further work from each piece of consultancy.
- We have unparalleled access to performance management and benchmarking data, via Performance Networks.

We can advise across all services within a local authority whether it is a one off project or a long term service issue, covering a single day or over many months.

Whether you do decide to work with us or not, feel free to call us and discuss your needs - we are sure we can help.

Contact either:

Phil Brennan, Head of APSE Energy- pbrennan@apse.org.uk

Emma Taylor, Executive Consultant, APSE Solutions- etaylor@apse.org.uk

apse

solutions

Waste and Recycling
Transport and Fleet
Roads and Highways
Parks/ Public realm
Streetscene
Sports and Leisure
Cemeteries and Crematoria
Education Catering
Building and Housing

to Help!

al services is no easy
is here to help!

and councillors to
ove your frontline
at we do.

bring years of public
er innovative, practical
hit the ground running,
id improved
ique needs.

profit, we're all about
d to deliver cost-
es for our members.

gether.

Scan the QR code to explore
our Associates' profiles!



Keep in Touch!

The APSE Solutions team

Executive Consultant: Emma Taylor

Executive Consultant: Matt Miller

Client Coordination Officer: Lucia Gervis

Email: solutions@apse.org.uk
Call: 0161 772 1810

www.apse.org.uk

The APSE Solutions Team

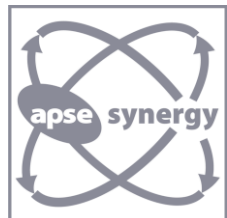
Following the yellow brick road back to success...

- Website changes
- Database improvements
- More visibility at events
- Working closer with PAs
- More opportunities to get you in the shop window
- Case studies!!!



Thank you for listening!

**Any
questions?**



Lucia Gervis

Client Coordination Officer

Email: lgervis@apse.org.uk

www.apse.org.uk

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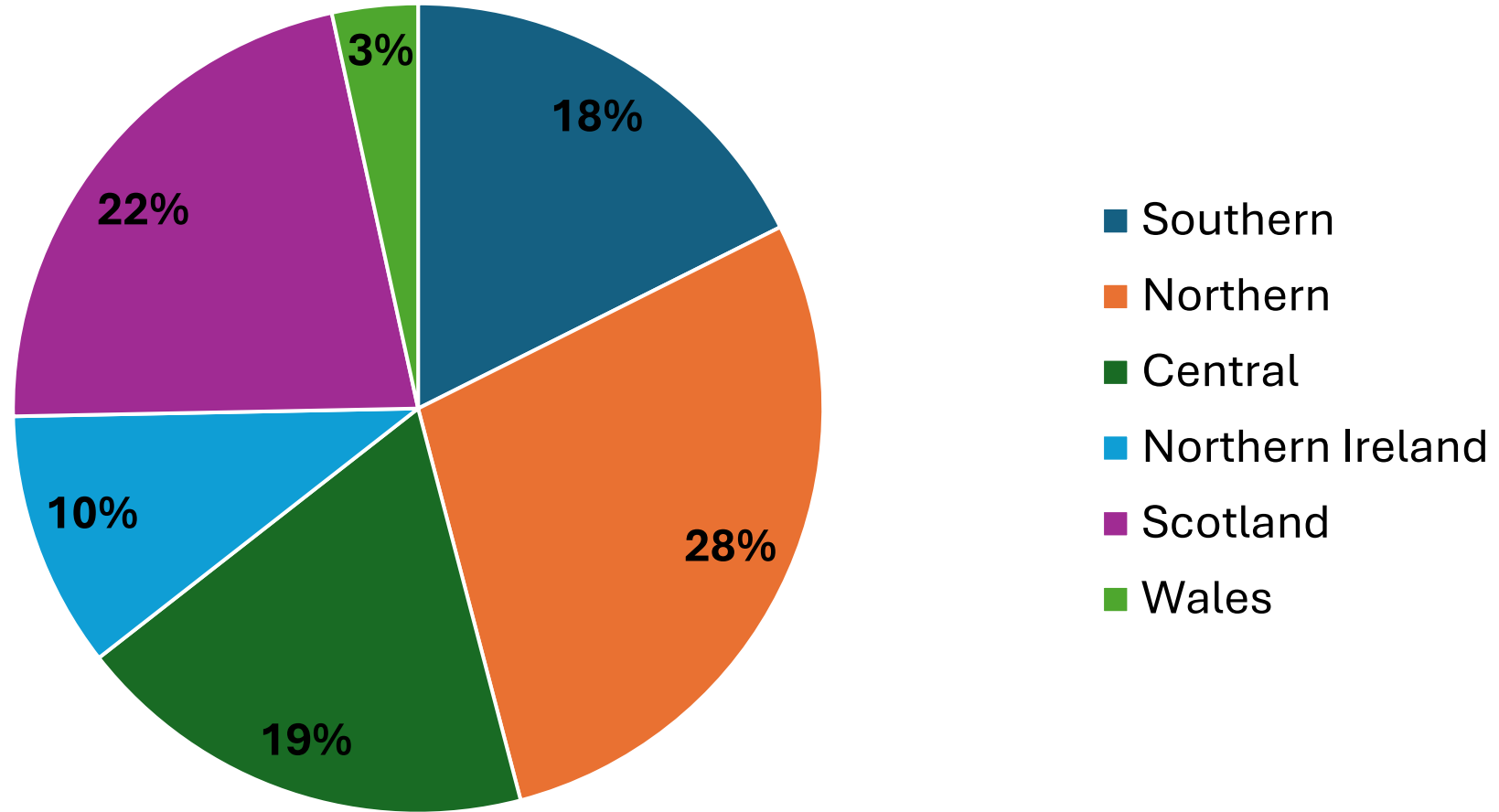
@apseevents
@apsenews



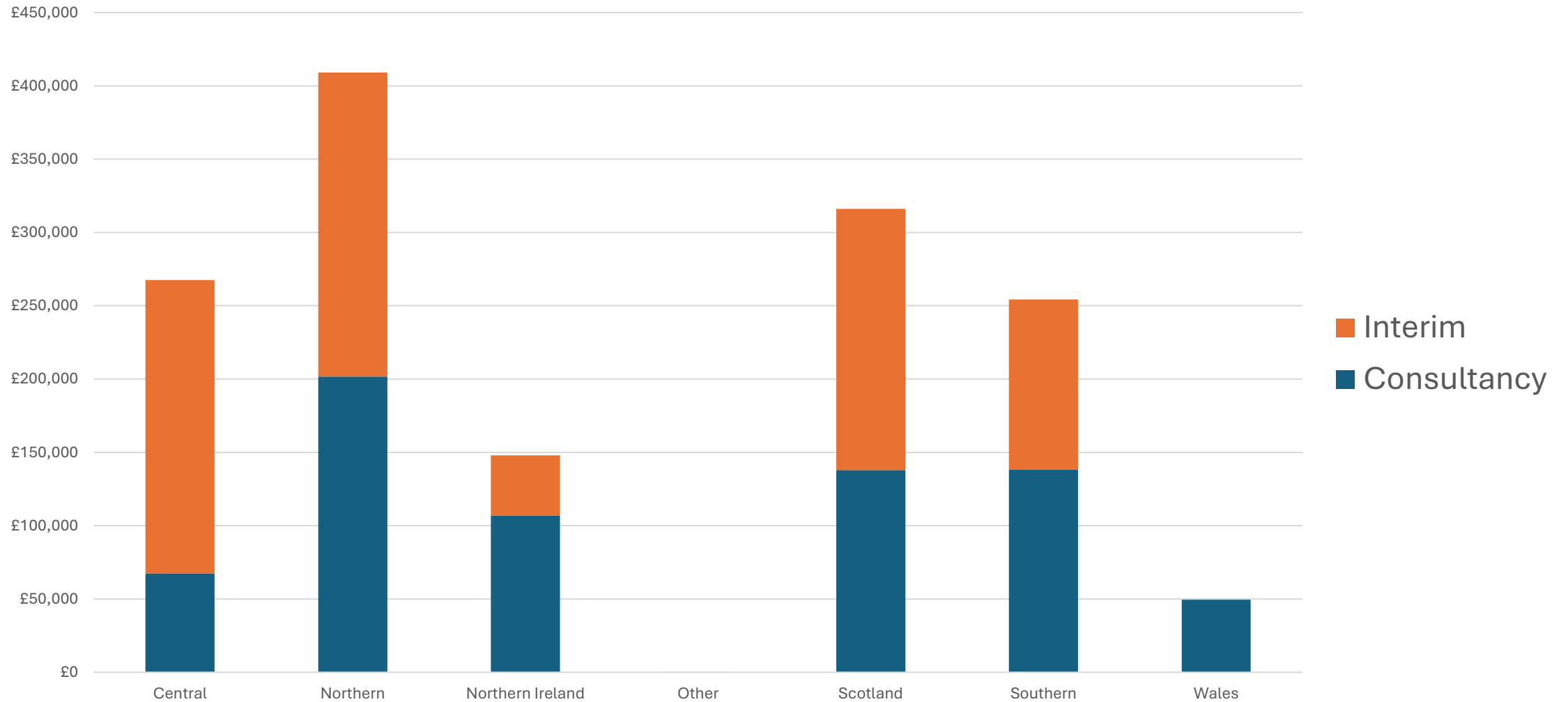
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Facts & Stats! Expanding Those Areas of Interest

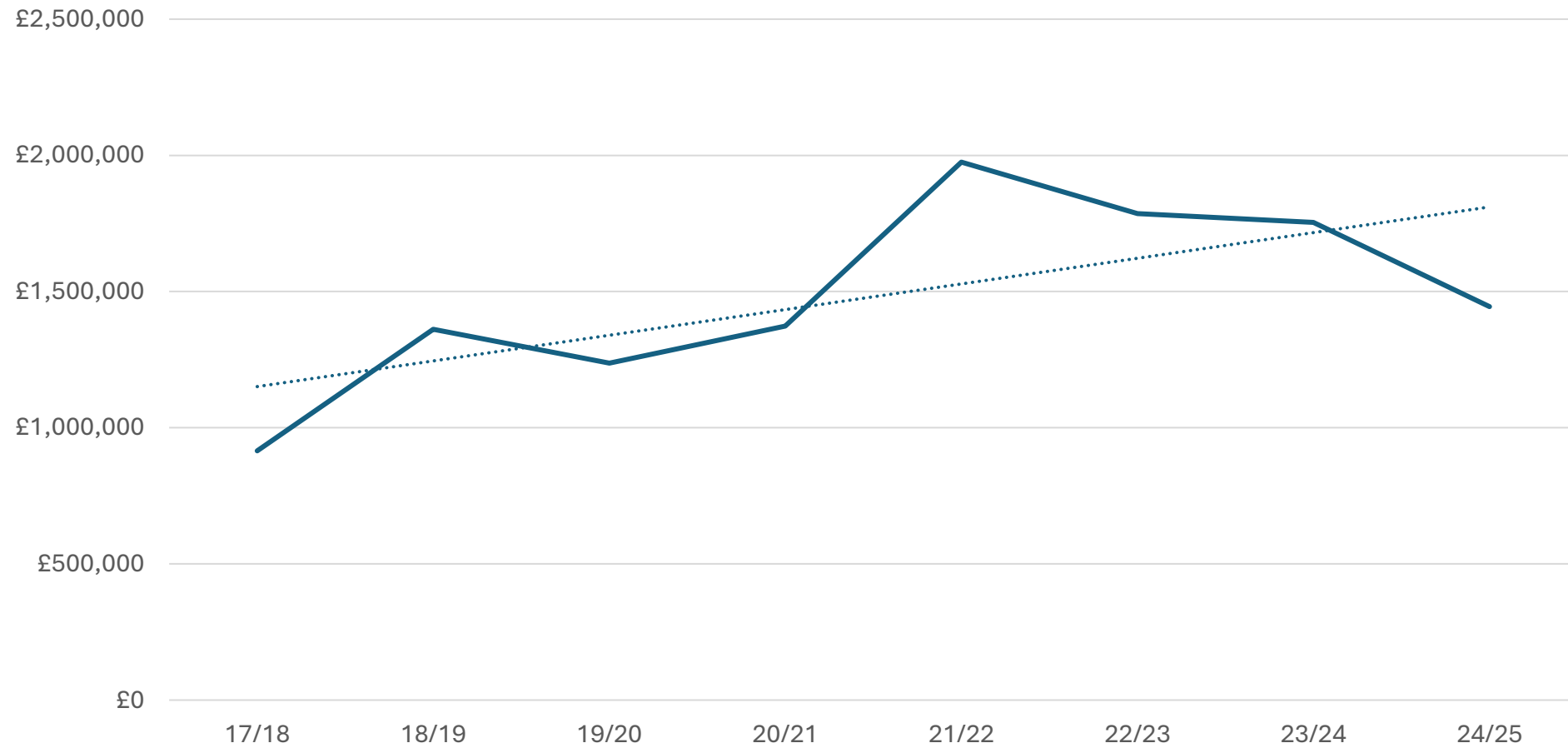
Income by Region 24/25



Regional Income by Service

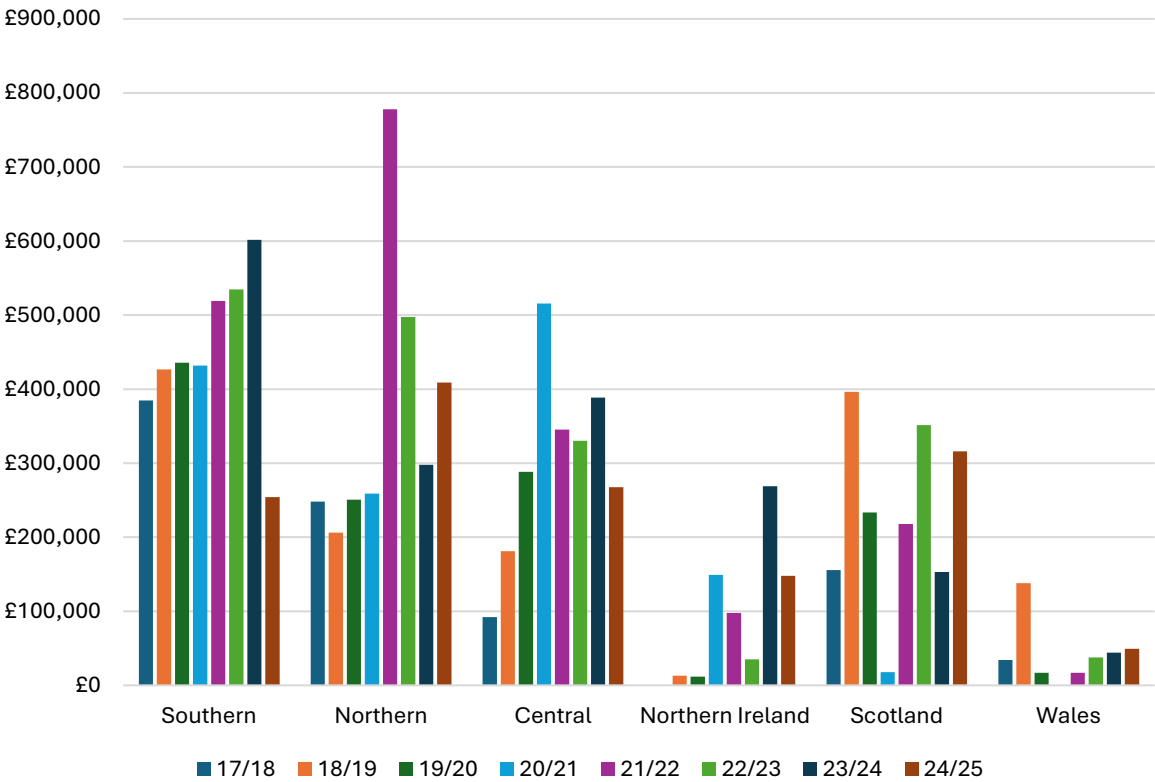


Total Income by Year

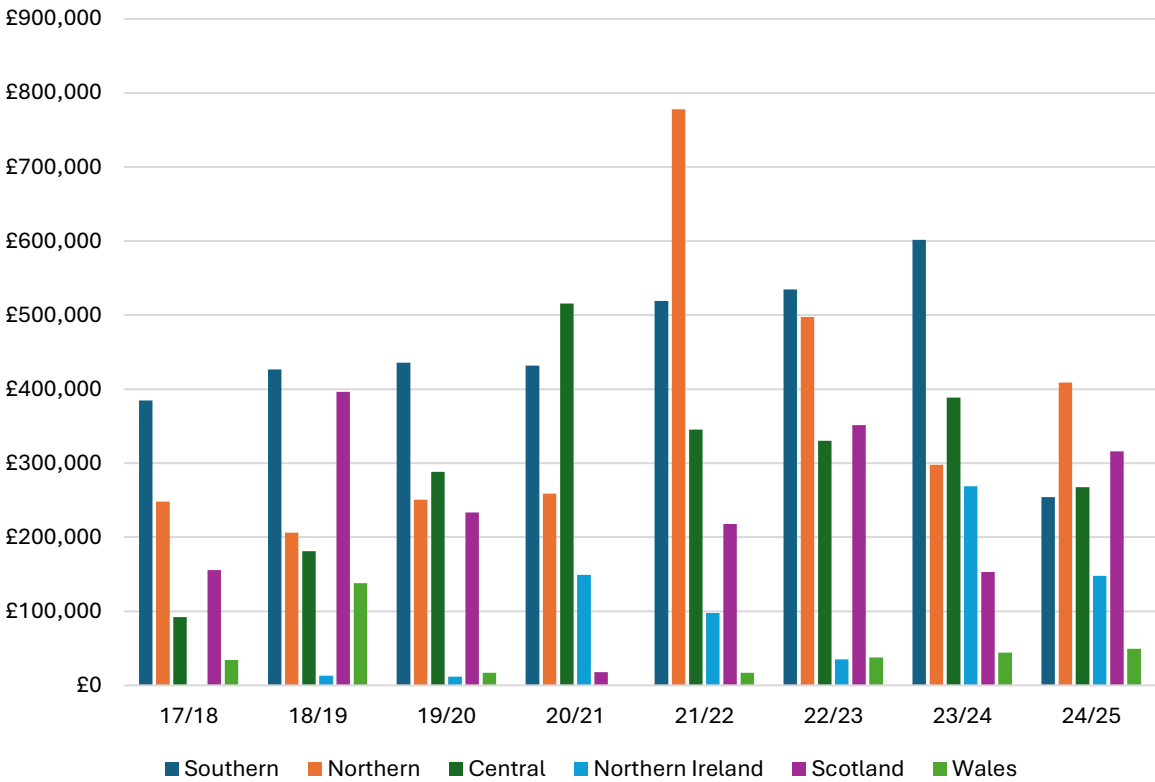


Regions by Income Over Time

Income by Region Per Year

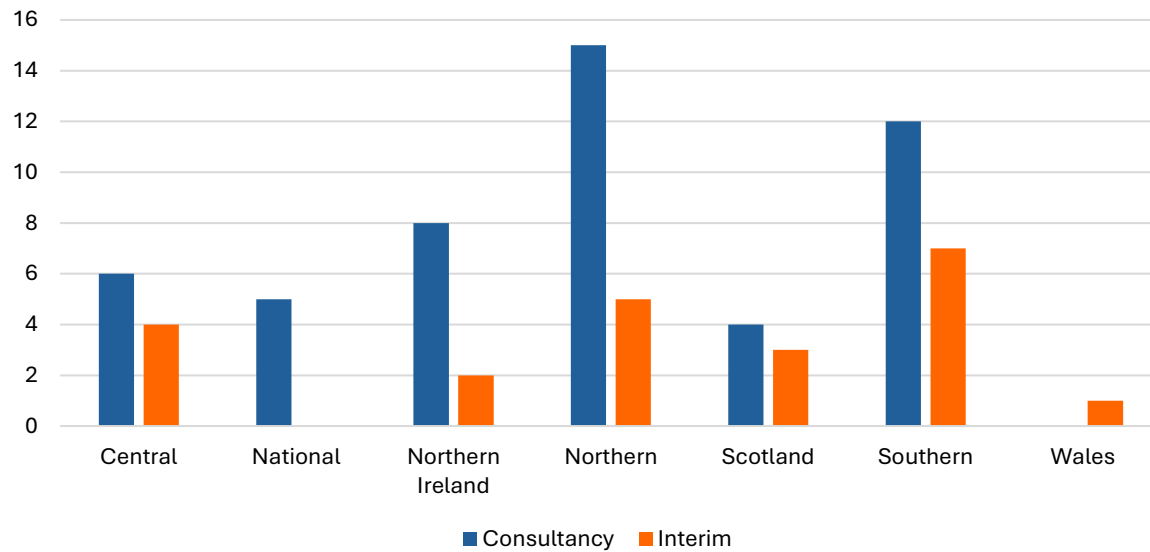


Income by Year Per Region

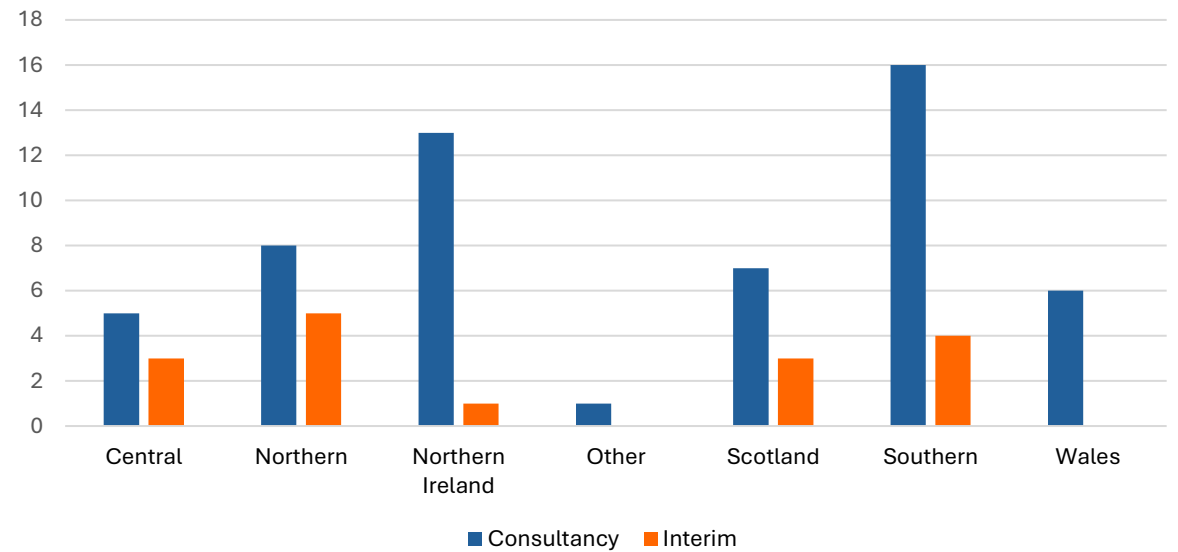


Regions by Job Numbers

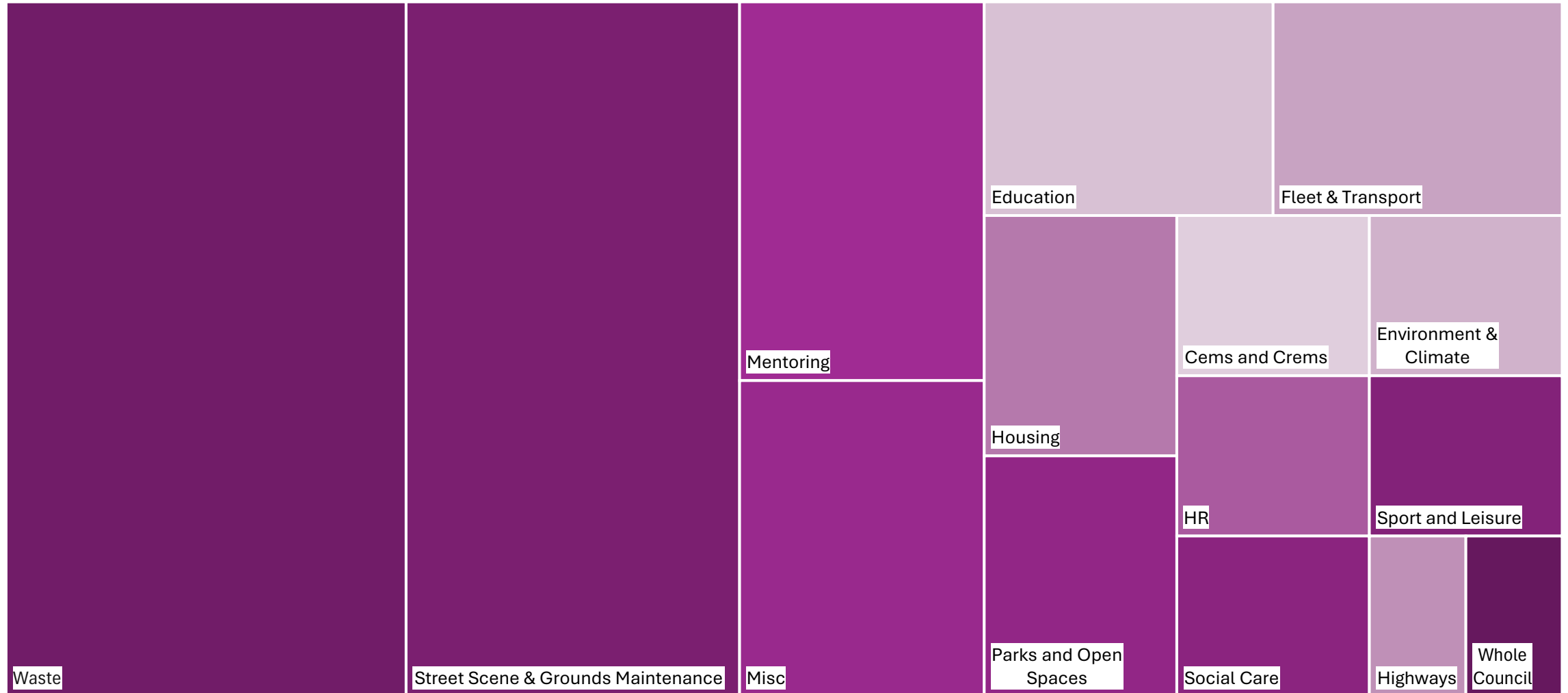
Number of Jobs per Region 2023/24



Number of Jobs per Region 2024/25



Jobs by Service Area



Expanding Areas of Interest

Simpler Recycling

- Commercial
- Residential

Local Government Reorganisation

Climate Change and Green Initiatives

Expanding Areas of Interest

Simpler Recycling

- Commercial
- Residential

Expanding Areas of Interest

Local Government Reorganisation

Expanding Areas of Interest

Climate Change and Green Initiatives

Expanding Areas of Interest

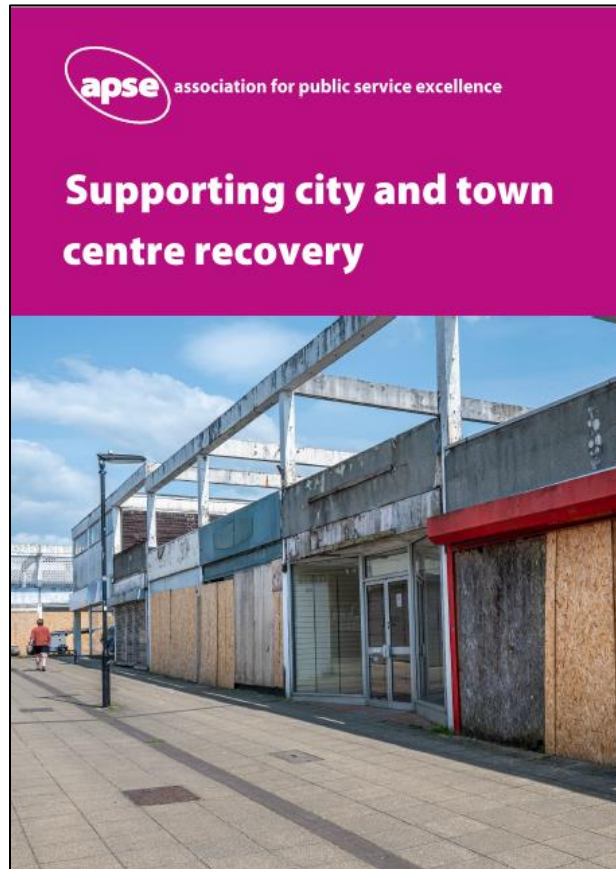
Simpler Recycling

- Commercial
- Residential

Local Government Reorganisation

Climate Change and Green Initiatives

Publication



façade of the building which was built in 1931. The wider Aire Park development provides a mixed use site of homes, offices and retail whilst also providing over 8 acres of greenspace for the occupiers to enjoy.

Other developments of note in Leeds City Centre are:

- The demolition and redevelopment of The Core shopping centre into 3 new, interconnected buildings providing student accommodation with a smaller retail offering⁶.
- Redevelopment of unused space around Leeds Kirkgate Market into a hotel and council run leisure offering adding to other regeneration projects nearby⁷.
- £46.1 million Leeds train station redesign, which aims to significantly improve the station's main entrance and surrounding area⁸.



Leeds Kirkgate Market Hotel 1 – Courtesy of Leeds City Council

⁶ <https://www.bbc.co.uk/news/uk-england-leeds-68584950>

⁷ <https://news.leeds.gov.uk/news/greenlight-for-leeds-kirkgate-market-hotel-scheme>

⁸ <https://news.leeds.gov.uk/news/transforming-leeds-city-rail-station-next-stage-of-revamp-to-begin>

Contact details

Matt Miller, Executive Consultant

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APSE Synergy**

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www.apse.org.uk

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Old Trafford, Manchester M32 0RS.
telephone: 0161 772 1810
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Open Discussion



THOUGHTS ON WHAT
PACKAGES COULD BE
OFFERED TO COUNCILS



ANY OTHER
PUBLICATIONS YOU'D
LIKE TO SEE



OTHER AREAS



CHANGES TO THE
ASSOCIATE HUB OF
INTEREST

APSE Synergy: Forecast for the future

- Emma Taylor, Executive Consultant



Where and How?



- The transition journey
- Changes to processes
- Changes to contracts and associate agreement
- The teething problems
- Our vision
- Your vision

Solutions + Energy = Synergy



- Collaborative working but split!
- Higher risk work - Veil of protection
- Associate opportunities
- Joining forces
- Review our offerings/ New offerings
- Room for improvement

The Associates Lead



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- APSE Ambassadors
- Case Studies
- New product pitch
- Shop window opportunities
- Access support
- Associate family network

Eeeek! Not IR35!!!!

The ERB Roadmap, which outlines reforms rolling out until 2027, confirms that the comprehensive restructuring of employment status, which would see a shift from the current three-tier system (employee, worker, self-employed) to a simpler two-tier model (genuinely self-employed and all other workers), is not part of the current Bill. Instead, further consultation on SWS is anticipated “during 2025 at the earliest”.

You can stand under my UMBRELLA, ELLA, ELLA!

- The ERB Roadmap confirms that formal “regulation of umbrella companies” will start in 2027, bringing them under the oversight of the Employment Agency Standards Inspectorate
- from April 2026, a significant shift in tax liability will occur: if umbrella companies fail to remit tax, the responsibility could transfer to recruitment agencies or even the end client. This measure is intended to compel greater due diligence and elevate compliance standards across the labour supply chain.



Procurement Reform



Procurement reform and Public Interest Test in Procurement



potentially increases work on insourcing




public interest test




The test will evaluate value for money, impact on service quality and economic and social value goals holistically

Public Interest Test


 Evidence of cost savings or service quality improvements;

 whether the service is core to the organisation's objectives;

 need for greater control or accountability over the service;

 whether the service is a government created market; and

 whether the existing contract/service is performing as expected.

 We would require the outcomes of the public interest test to be published to provide transparency.

The Future?

- AI Opportunities in councils
- Digitalisation
- LGR
- Net zero emission targets
- Coaching and Mentoring
- Procurement Reform



GROUP ACTIVITY 15 MIN

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@apsenews



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Contact details

Emma Taylor, Executive Consultant

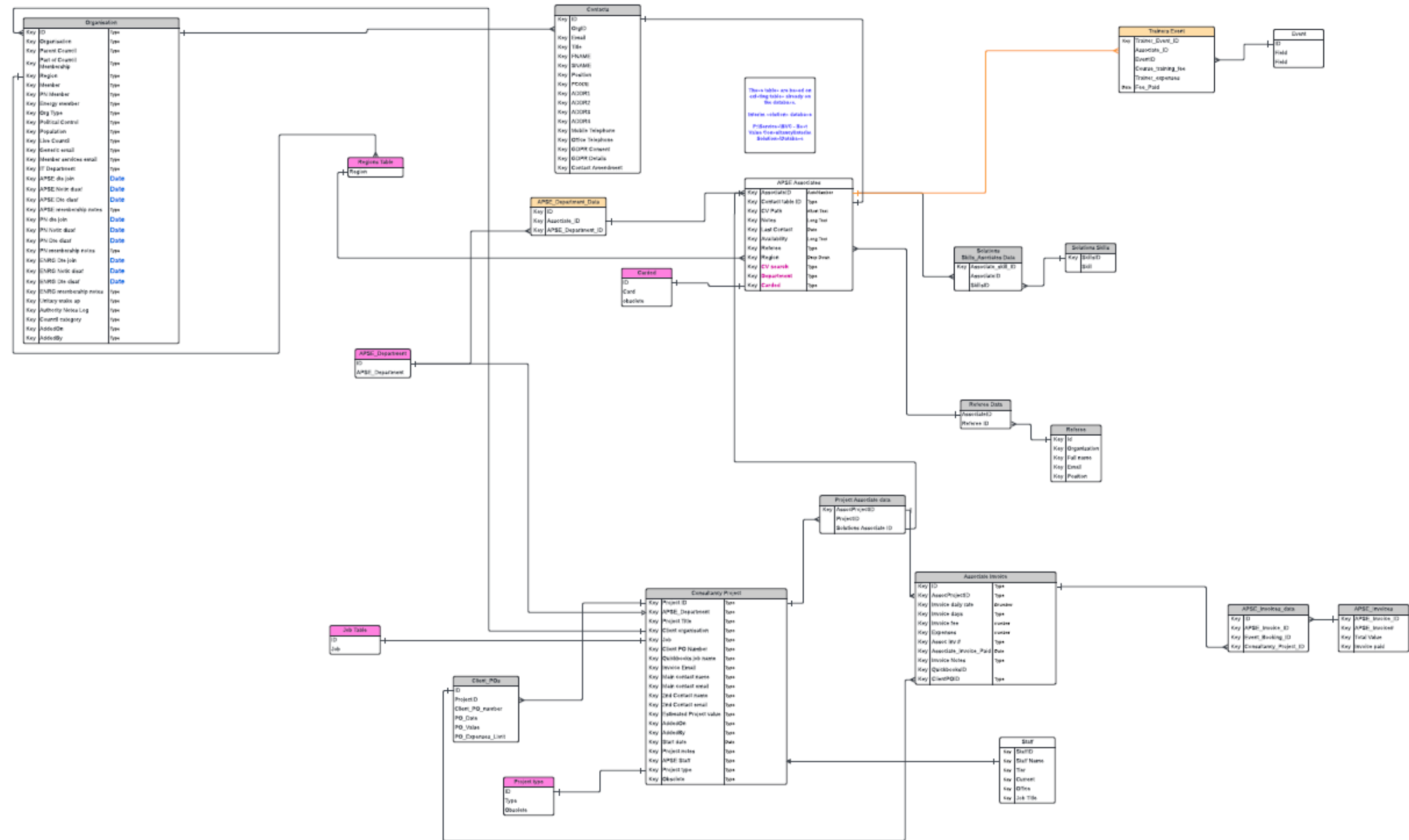
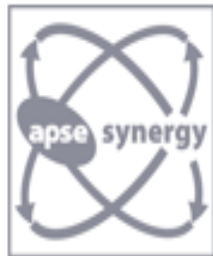
Email: etaylor@apse.org.uk

Lindsay Airey

Head of Business Resources

- APSE's New Database
- Business Intelligence
- Tackling Dormant Authorities
- Future Developments





Pegasus was born



Pegasus

Quit

Main Menu

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APSE Energy

APSE Solutions

Membership Data

APSE Training

Performance
Networks

Administration
and Config

Organisation Details ID: 909

Organisation	<input type="text" value="Fife Council"/>
Parent Organisation	<input type="text" value=""/>
Region	<input type="text" value="Scottish"/>
Organisation Type	<input type="text" value="Scottish Unitary Council"/>
Organsation Nickname	<input type="text" value="Fife"/>

Important People					
Contact Type		Contact		Organisation	
Main Contact	▼	Ken Gourlay	▼	Fife Council	→ ✕
Main Fee Reciever	▼	Ken Gourlay	▼	Fife Council	→ ✕
Chief Executive	▼	Ken Gourlay	▼	Fife Council	→ ✕
PN Fee Reciever	▼	Allan Barclay	▼	Fife Council	→ ✕
Council Leader	▼	David Ross	▼	Fife Council	→ ✕
Apse Representative	▼	Judy Hamilton	▼	Fife Council	→ ✕
	▼		▼		→ ✕

Generic Contacts	
Member Services Email	<input type="text" value=""/>
IT Department	<input type="text" value=""/>
Enquiries	<input type="text" value=""/>
List of contacts for this organisation	<input type="button" value="Open"/>

APSE Main Membership	<input type="text" value="Member"/>
Performance Networks Membership	<input type="text" value="Full Member"/>
APSE Energy Membership	<input type="text" value="Member"/>

Organisations with the same Parent		
Organisation	Number Of Contacts	
Fife Council	359	→
Fife Resource Solutions	3	→
Fife Sports and Leisure Trust	5	→
Resource Efficient Solutions LLP	2	→

Main Notes	PN Notes	Energy Notes
Note		
DK 30/09/2021 - Population Updated. AE 28/10/24 - Population Updated.		

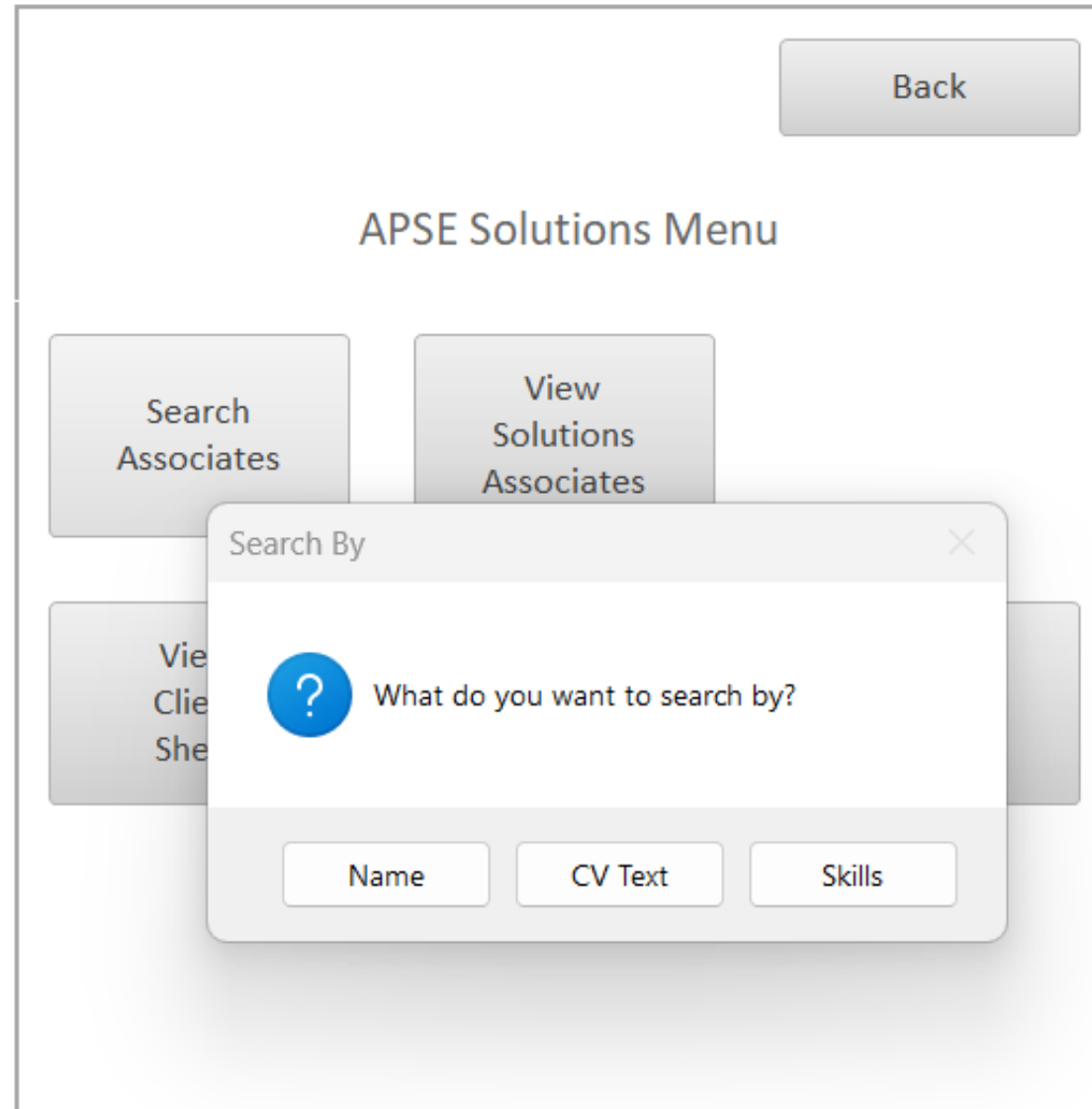
Political Control
Population
Membership Fee
Live Council
Top 10 Attendees
Attendee
Alexander Anderson
Iudv Hamilton
Ross Grieve
Allan Barclay
Neil MacGregor
Billv Ferguson
Belinda Munro
Top Attendees For Parent and Subs
Attendee
David Goodenough
David McPhail
Attended Events
Event Name
Health & Safetv - Working on Highwa
Annual Seminar 2025
Highways Network
Scotland AGM
Housing. Construction and Building M
Pathways to Net Zero
Num Lock




Contacts Page

[Delete](#)

Organisation Dumfries & Galloway Council		Main Service Areas Selected		PN Service Areas Selected		Organisation Summary																	
ID 453133860 Title Cllr First Name Archie Last Name Dryburgh Position Elected Member Email archie.dryburgh@dumgal.gov.uk Mobile Phone Office Phone 0303 333 3000 Address 1 Council Offices Address 2 English Street Address 3 Dumfries Address 4 Postcode DG1 2DD	Building Cleaning <input type="checkbox"/> Catering <input type="checkbox"/> Cemeteries and Crematoria <input type="checkbox"/> Commercialisation <input checked="" type="checkbox"/> Environmental Health <input type="checkbox"/> Health and Social Care <input type="checkbox"/> Housing & Building Maintenance <input type="checkbox"/> Parks & Grounds Maintenance <input type="checkbox"/> Refuse & Street Cleansing <input type="checkbox"/> Renewables & Climate Change <input checked="" type="checkbox"/> Roads & Highways <input checked="" type="checkbox"/> Sports & leisure <input type="checkbox"/> Transport & Vehicle Maintenance <input checked="" type="checkbox"/> Local Government Reorganisation <input type="checkbox"/> Armed Forces and Veterans Network <input checked="" type="checkbox"/> Workforce Matters <input type="checkbox"/>	Building Cleaning <input type="checkbox"/> CLAMS App <input type="checkbox"/> Building Maintenance <input type="checkbox"/> Catering <input type="checkbox"/> Cemeteries and Crematoria <input type="checkbox"/> MIST App <input type="checkbox"/> Environmental Health <input type="checkbox"/> Commercialisation <input checked="" type="checkbox"/> Roads & Highways <input checked="" type="checkbox"/> LAMS <input type="checkbox"/> LAMS App <input type="checkbox"/> Parks, Open Spaces & Horticulture <input type="checkbox"/> PIMS App <input type="checkbox"/> Sports & leisure <input type="checkbox"/> Refuse Collection <input type="checkbox"/> Street Cleansing <input type="checkbox"/> Street Lighting <input type="checkbox"/> Trading Standards <input type="checkbox"/> Transport & Vehicle Maintenance <input checked="" type="checkbox"/>	Name of parent council Council Membership False Region Scottish Organisation Type Scottish Unitary Council Membership Status APSE Main Membership Member Performance Networks Membership Full Member APSE Energy Membership Member		Email Preferences No Emails <input type="checkbox"/> Monthly Email <input type="checkbox"/> Service Area Only <input type="checkbox"/> PN Only <input type="checkbox"/> Energy Only <input type="checkbox"/>		Contact Categorisation PN Contact <input type="checkbox"/> Energy Contact <input checked="" type="checkbox"/> Associate <input type="checkbox"/> Service Award Contact <input type="checkbox"/> Elected Member <input checked="" type="checkbox"/> Member Services Officer <input type="checkbox"/>																
GDPR Misc Info Record Info GDPR Consent <input checked="" type="checkbox"/> GDPR Details VS 21.6.18 National Council Away Day GDPR Date						Important Contact National Council <table border="1"> <thead> <tr> <th>Organisation</th> <th>Contact Type</th> </tr> </thead> <tbody> <tr> <td>Dumfries & Galloway Council</td> <td>Apse Representative</td> </tr> <tr> <td>Dumfries & Galloway Council</td> <td></td> </tr> </tbody> </table>		Organisation	Contact Type	Dumfries & Galloway Council	Apse Representative	Dumfries & Galloway Council											
Organisation	Contact Type																						
Dumfries & Galloway Council	Apse Representative																						
Dumfries & Galloway Council																							
Note LKM 20/10/21 R & R mobile added KS - 10/06/16 Updated status LKM 01.07.14 new contact Scottish Councillors list		Created On 13/09/2024 16:16:53 Created By sa		Latest Events Attended Count of Events Attended <table border="1"> <thead> <tr> <th>Event Name</th> <th>Event Date</th> </tr> </thead> <tbody> <tr><td>Scotland AGM</td><td>08/07/2025</td></tr> <tr><td>National Council Meeting</td><td>12/06/2025</td></tr> <tr><td>APSE Scotland Fleet, Waste and Grounds seminar</td><td>21/05/2025</td></tr> <tr><td>Armed Forces & Veterans Group</td><td>02/04/2025</td></tr> <tr><td>Highways, Street Lighting and Winter Maintenance Semina</td><td>20/03/2025</td></tr> <tr><td>National Council Meeting</td><td>14/03/2025</td></tr> <tr><td>The Big Energy Summit 2025</td><td>26/02/2025</td></tr> <tr><td>Full Association Meeting</td><td>24/01/2025</td></tr> </tbody> </table>		Event Name	Event Date	Scotland AGM	08/07/2025	National Council Meeting	12/06/2025	APSE Scotland Fleet, Waste and Grounds seminar	21/05/2025	Armed Forces & Veterans Group	02/04/2025	Highways, Street Lighting and Winter Maintenance Semina	20/03/2025	National Council Meeting	14/03/2025	The Big Energy Summit 2025	26/02/2025	Full Association Meeting	24/01/2025
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National Council Meeting	14/03/2025																						
The Big Energy Summit 2025	26/02/2025																						
Full Association Meeting	24/01/2025																						



Associate Page

CompanyName	<input type="text"/>	Filter	<input type="text"/>
Email Address	<input type="text" value="paddy5862@gmail.com"/>		
Title	<input type="text" value="Mr"/>		
First Name	<input type="text" value="Patrick"/>		
Last Name	<input type="text" value="Knowles"/>		
Mobile Phone	<input type="text"/>		
Office Phone	<input type="text"/>		
CV Path	<input type="text" value="P:\Services\APSE Synergy\ASSOCIATES\A"/> 		
Postcode	<div style="border: 2px solid black; width: 150px; height: 150px;"></div>		
Address 1			
Address 2			
Address 3			
Address 4			
Region	<input type="text"/>		
Carded	<input type="text" value="Green"/>		
CreatedOn	03/03/2025 21:24:05		
CreatedBy	GS-WIN11\garet		
AssociateID	1255		
ContactID	453175377		

Skills		
Environment	<input checked="" type="checkbox"/>	LastC Avail
Health & Safety	<input checked="" type="checkbox"/>	
Mass Interim Emails	<input checked="" type="checkbox"/>	
Operational	<input checked="" type="checkbox"/>	
Recycling	<input checked="" type="checkbox"/>	
Strategic	<input checked="" type="checkbox"/>	Refer
Waste	<input checked="" type="checkbox"/>	
Arts & culture	<input type="checkbox"/>	
Asset Management	<input type="checkbox"/>	
Bereavement	<input type="checkbox"/>	
Bidding	<input type="checkbox"/>	
Building maintenance	<input type="checkbox"/>	
business development	<input type="checkbox"/>	
Catering - all	<input type="checkbox"/>	
Cemeteries and crematoria	<input type="checkbox"/>	
Change management	<input type="checkbox"/>	
Cleaning - all	<input type="checkbox"/>	
Coaching and mentoring	<input type="checkbox"/>	
Commercial	<input type="checkbox"/>	
Communications technology/ ICT	<input type="checkbox"/>	
Community	<input type="checkbox"/>	
Community Safety & crime	<input type="checkbox"/>	
Construction	<input type="checkbox"/>	
Contracts	<input type="checkbox"/>	
Corporate	<input type="checkbox"/>	
Creative industry	<input type="checkbox"/>	
Customer services	<input type="checkbox"/>	
Dispute resolution	<input type="checkbox"/>	
Education	<input type="checkbox"/>	

APSE Solutions - Live Projects

	Department	Project Title	OrganisationID	ProjectType	Job	Status	StaffID	Total Project Value	Invoice Days	Total Fees Invoiced	T
3	APSE Solutions	[PS] CE Mentoring pro	Ards and North Dov	Consultancy		Live Project	Emma Taylor				
4	APSE Solutions	[PS] Assessor for CE	Ards and North Dov	Consultancy		Live Project	Emma Taylor				
6	APSE Solutions	[PS] Social care inhouse	Barnet Unison	Consultancy		Live Project	Emma Taylor				
16	APSE Solutions	[PS] Project manager ir	Barnsley Metropolit	Interim Managemer		Live Project	Lucia Gervis				
20	APSE Solutions	[PS] Greener communi	East Ayrshire Coun	Consultancy		Live Project	Emma Taylor				
22	APSE Solutions	[PS] Shift working patt	Hackney London Bo	Consultancy		Live Project	Matt Miller				
23	APSE Solutions	[PS] Education catering	Inverclyde Council	Consultancy		Live Project	Matt Miller				
25	APSE Solutions	[PS] Mentoring	Newry Mourne and	Consultancy		Live Project	Emma Taylor				
26	APSE Solutions	[PS] Mentoring	Local Government S	Consultancy		Live Project	Emma Taylor				
28	APSE Solutions	[PS] Interim project ma	Moray Council	Interim Managemer		Live Project	Emma Taylor				
33	APSE Solutions	[PS] Review of Factorin	South Lanarkshire C	Consultancy		Live Project	Emma Taylor				
37	APSE Solutions	[PS] Interim O'License I	Wakefield MDC	Interim Managemer		Live Project	Lucia Gervis				
47	APSE Solutions	Waste, Highways & Str	South Tyneside MBI	Consultancy		Live Project	Emma Taylor				
55	APSE Solutions	Green Spaces Consulta	Rotherham MBC	Consultancy		Proposal	Emma Taylor				
24	APSE Solutions	[PS] Transport Manage	Leicester City Coun	Interim Managemer		Live Project	Lucia Gervis				
30	APSE Solutions	[PS] Interim Health anc	Newcastle-Under-Ly	Interim Managemer		Live Project	Lucia Gervis				
38	APSE Solutions	[PS] Interim COTC Hold	Westmorland and F	Interim Managemer		Live Project	Lucia Gervis				
19	APSE Solutions	[PS] Waste collections	Dumfries & Gallowa	Consultancy		Live Project	Emma Taylor				
21	APSE Solutions	[PS] BM and Housing s	Falkirk Council	Consultancy		Live Project	Emma Taylor				
24	APSE Solutions	[PS] Client support	South Tyneside MBI	Consultancy		Live Project	Emma Taylor				





The blanks...

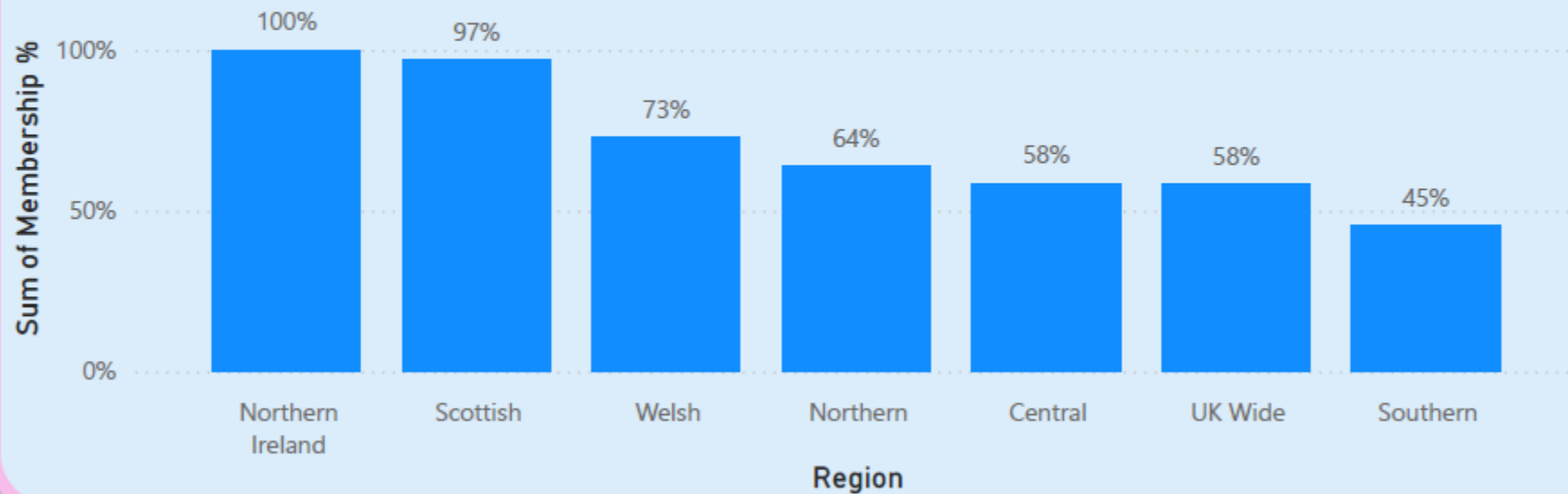
East Hertfordshire	Transport & Vehicle Maintenance	Member
Exeter	Health and Social Care	Member
Forest of Dean	Cemeteries and Crematoria	Member
Forest of Dean	Health and Social Care	Member
Gloucester	Health and Social Care	Member
Gloucester	Parks & Grounds Maintenance	Member
Guildford	Health and Social Care	Member
Harlow	Environmental Health	Member
Harlow	Health and Social Care	Member
Havering	Building Cleaning	Member
Havering	Catering	Member
Havering	Environmental Health	Member
Hertfordshire	Cemeteries and Crematoria	Member
Hertfordshire	Commercialisation	Member
Huntingdonshire	Health and Social Care	Member
Ipswich	Health and Social Care	Member
Isle Of Wight	Environmental Health	Member

Examples of Automated Reports

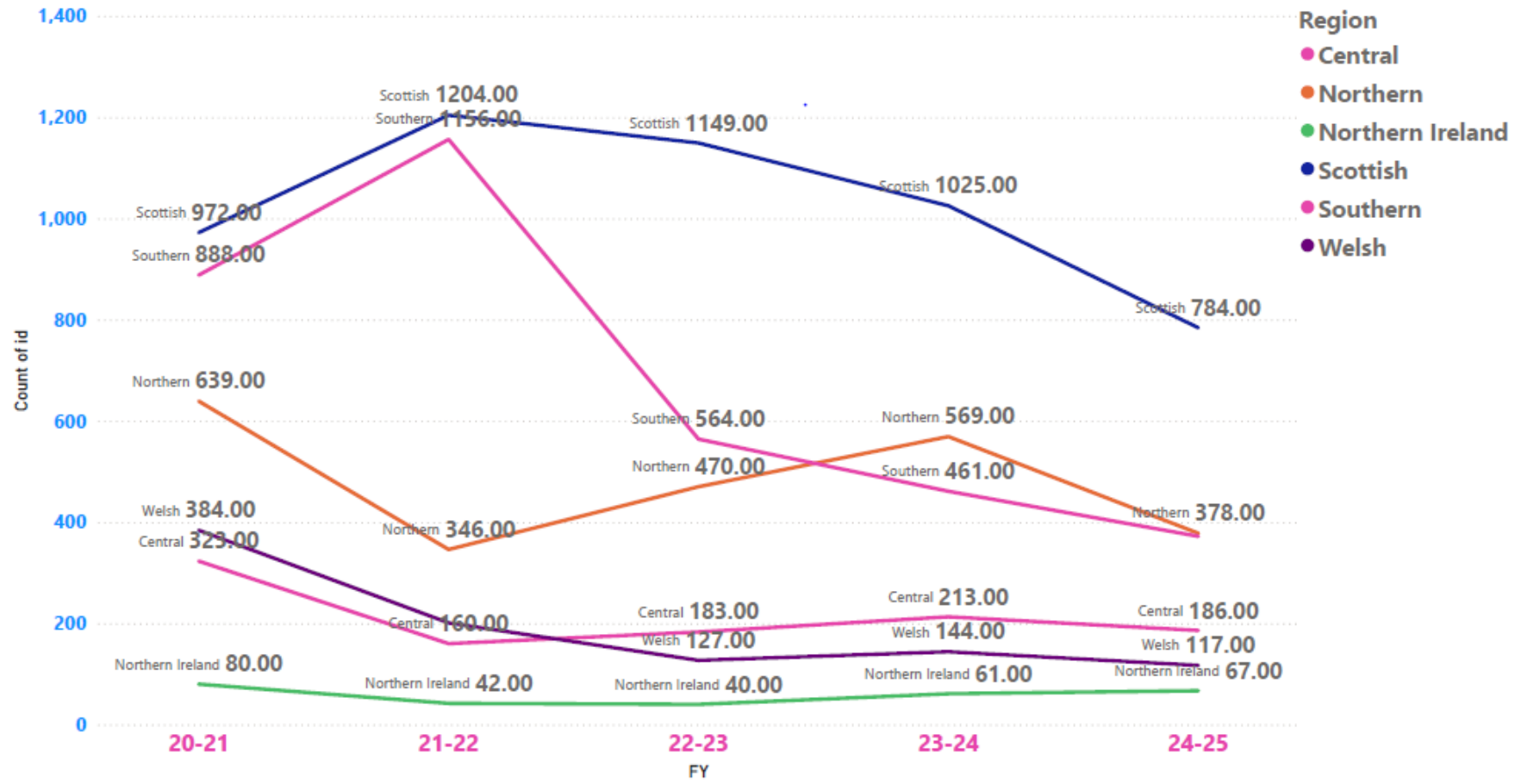
Regional Membership

Region ▲	Number of Councils	Member	Non-Member	Membership %
Scottish	32	31	1	97%
Northern	80	51	29	64%
Central	65	38	27	58%
Southern	194	88	106	45%
Welsh	22	16	6	73%
Northern Ireland	11	11	0	100%
UK Wide	404	235	169	58%

Regional Membership



APSE Network attendances



AutoSave Off Activity Report Search

File Home Insert Draw Page Layout Formulas Data Review View Automate Help QuickBooks

Paste Cut Copy Format Painter Clipboard

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General Number

Condi Formatt

A1 South Tyneside MBC

APSE Activity Report

South Tyneside MBC

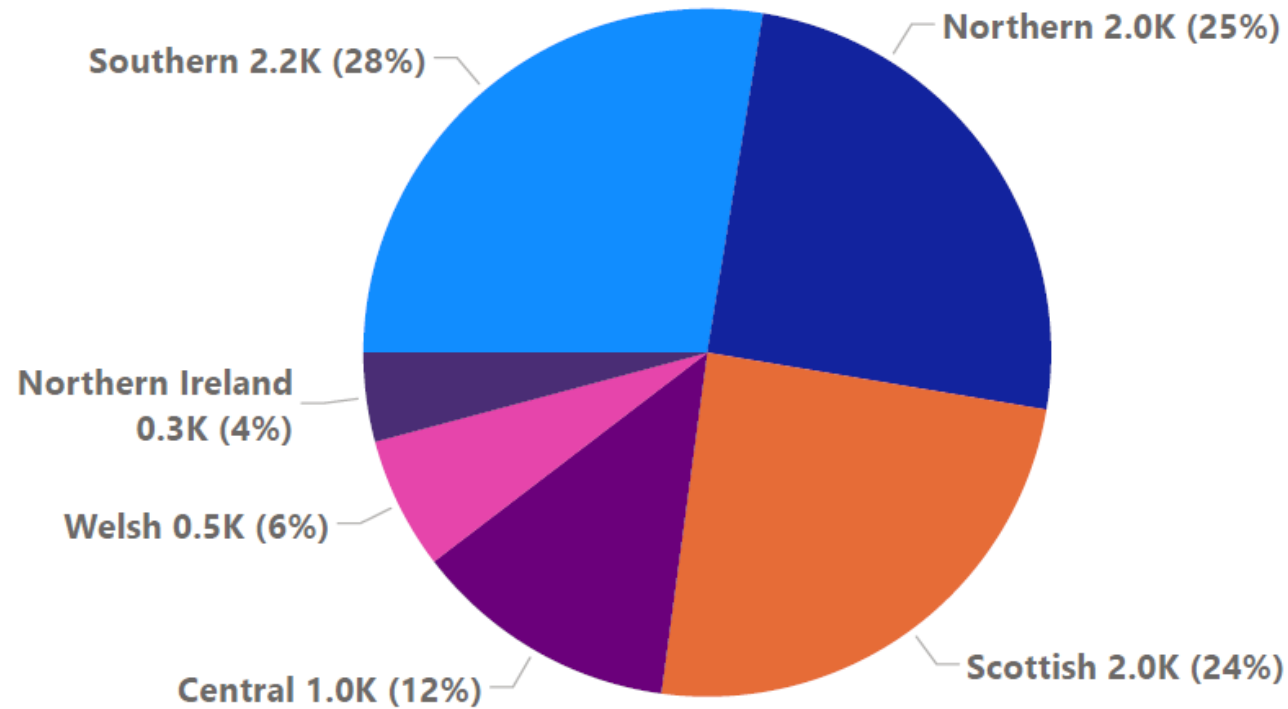
Summary of engagement

Service	Member Benefit	Number of Engagements
Seminars and Events	Member Rate	167
APSE Network meetings	Member Only	47
APSE Training Courses (Open)	Member Rate	31
APSE Training Courses (In-House)	Member Rate	0
Network Query Reports Received	Member Only	49

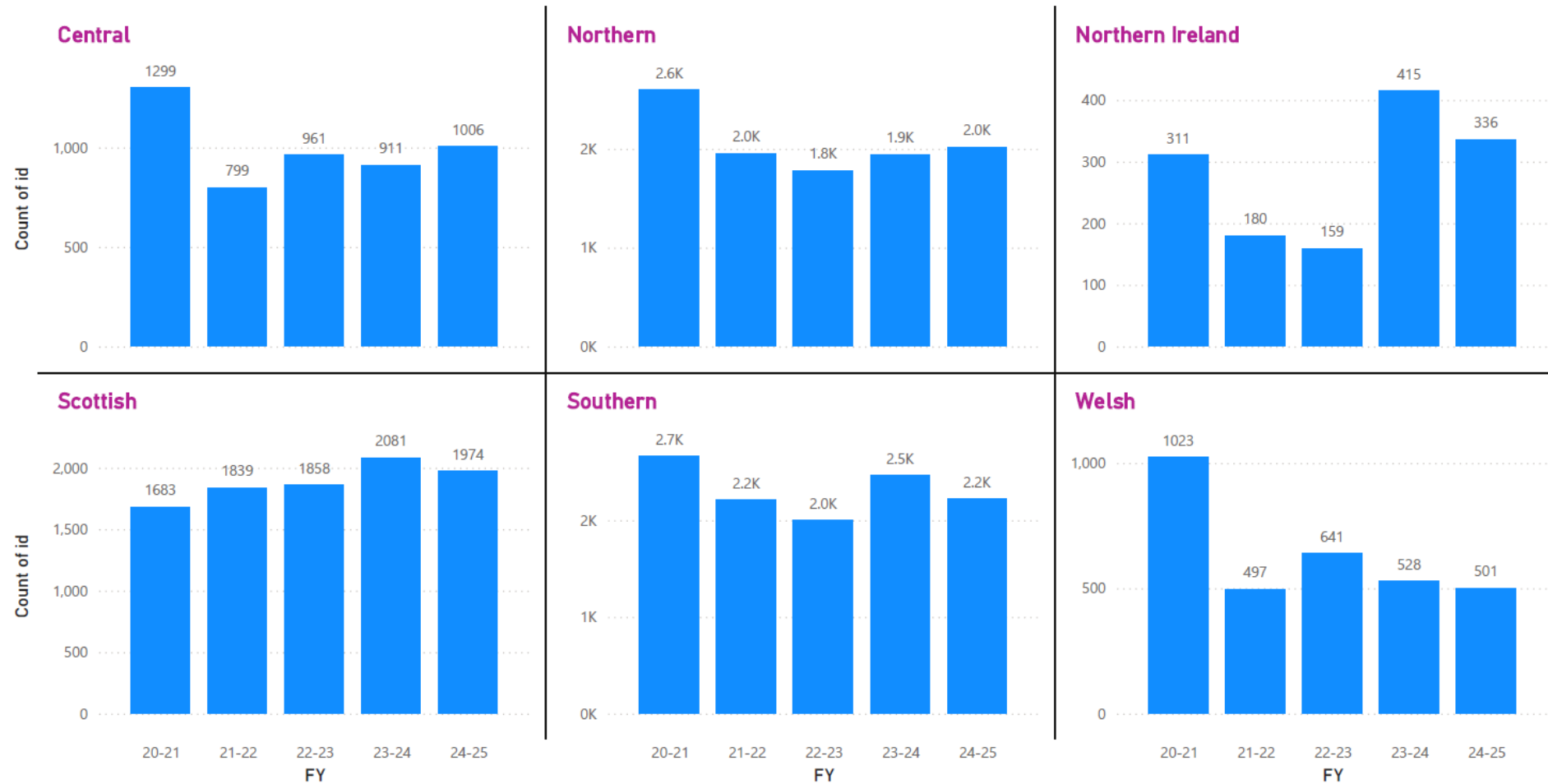
Organisations included in the membership

Organisation	Number of contacts
South Tyneside MBC	114
South Tyneside Homes	32

Total attendances by all organisations - FY 24/25



5 year trend for all attendances



Northern AGs

Attendances	Organisation
1	Liverpool City Council
2	Bolton Metropolitan Borough Council
3	Darlington Borough Council
3	Newcastle City Council
3	Sunderland City Council
4	Blackburn with Darwen Borough Council
4	Cheshire East Council
4	West Lancashire Borough Council
5	Blackpool Council
5	Calderdale Metropolitan Borough Council
5	Cumberland Council
5	North Kesteven District Council
5	Preston City Council
5	Wyre Borough Council
6	Gateshead Metropolitan Borough Council
6	Hull City Council

Southern AGs

Attendances	Organisation
1	Babergh District Council
1	Cherwell District & South Northamptonshire
1	Exeter City Council
1	Guildford Borough Council
1	London Borough of Tower Hamlets
1	Maidstone Borough Council
1	Norwich City Council
1	Sevenoaks District Council
1	South Cambridgeshire District Council
1	Southampton City Council
1	Stroud District Council
1	Swindon Borough Council
1	Tewkesbury Borough Council
1	Thurrock Council
2	Cambridge City Council
2	Doncaster Borough Council

Northern Ireland AGs

Attendances	Organisation
1	Causeway Coast & Glens Borough Council
2	Belfast City Council
3	Antrim & Newtownabbey Borough Council
4	Newry Mourne and Down District Council
6	Ards and North Down Borough Council
6	Fermanagh and Omagh District Council
6	Mid Ulster District Council
8	Derry City and Strabane District Council
15	Mid and East Antrim Borough Council
16	Armagh City Banbridge and Craigavon Council

Scotland AGs

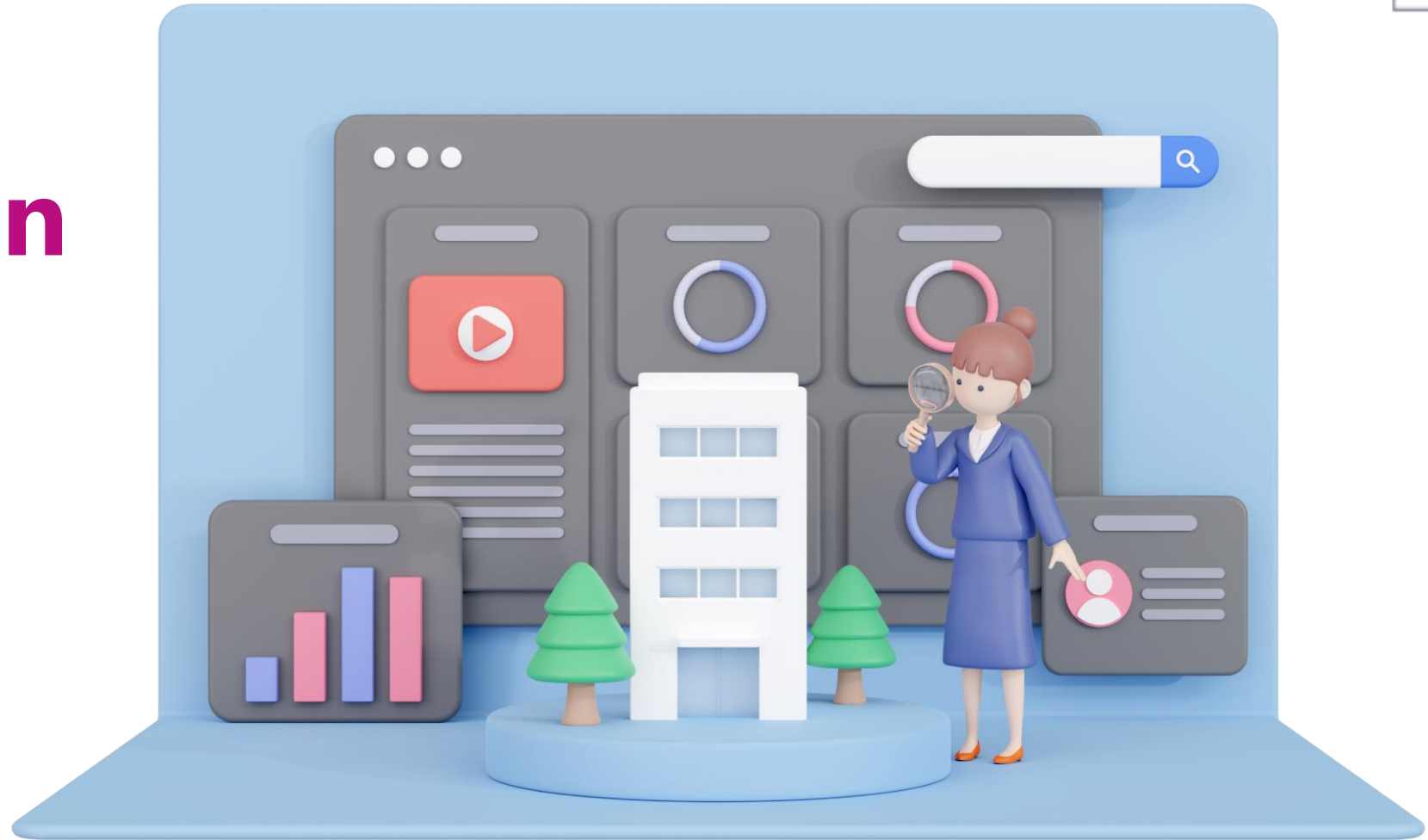
Attendances	Organisation
4	Orkney Islands Council
4	West Dunbartonshire Council
5	Midlothian Council
6	Comhairle Nan Eilean Siar
8	Argyll & Bute Council
8	Clackmannanshire Council
8	Inverclyde Council
8	Perth & Kinross Council
9	Shetland Islands Council
19	City of Edinburgh Council
20	Angus Council
21	Aberdeen City Council
22	Dumfries & Galloway Council
22	Dundee City Council

Central AGs

Attendances	Organisation
1	East Staffordshire Borough Council
1	Newark & Sherwood District Council
1	South Staffordshire Council
1	Wyre Forest District Council
2	Stoke-on-Trent City Council
3	Blaby District Council
3	Leicester City Council
3	North East Derbyshire District Council
3	Sandwell Metropolitan Borough Council
4	Derbyshire County Council
4	North Warwickshire Borough Council
4	Rugby Borough Council
4	Rushcliffe Borough Council
4	Stafford Borough Council

**Lowest
attending
authorities at
APSE
Networks**

Integration





Upcoming Training Courses

Please find below a list of upcoming Training courses in date order. To book please click the link to the right of your desired course.

You can find more courses on the [All Courses Page](#).

Course	Day of Event	Type	Booking
Train The Trainer	Wednesday, 11 June 2025	Masterclass	Underway at 10:00
Developing and Delivering a Commercial Strategy (CPD)	Tuesday, 17 June 2025	Masterclass	Book Now!
Advanced Contract Management (CPD)	Wednesday, 18 June 2025	Masterclass	Book Now!
Project Management in Local Government (CPD)	Thursday, 19 June 2025	Training	Book Now!
Working with Volunteers & the Voluntary Sector	Thursday, 19 June 2025	Training	Book Now!
Burial and Cremation (Scotland) Act 2016	Tuesday, 24 June 2025	Masterclass	Book Now!
Carbon Literacy for Local Authorities	Tuesday, 24 June 2025	Training	Book Now!
Wildflower Meadows and Grasslands Management for Local Authorities	Tuesday, 1 July 2025	Training	Book Now!
Health & Safety - Working on Highways and Verges (CPD)	Wednesday, 2 July 2025	Masterclass	Book Now!
Leadership and Management Skills (CPD)	Tuesday, 8 July 2025	Masterclass	Book Now!
Working with Elected Members to Improve Frontline Services	Tuesday, 8 July 2025	Training	Book Now!
Introduction to Waste Collection and Street Cleansing	Thursday, 10 July 2025	Training	Book Now!
Presentation Skills	Thursday, 10 July 2025	Training	Book Now!
Turning Complaints into Compliments	Monday, 14 July 2025	Training	Book Now!
Managing Programmes in Local Government	Tuesday, 15 July 2025	Masterclass	Book Now!

12:24 X O

Mobile Visuals ▼
Upcoming Mob (1 of 1)

Event	Day	Del	Tot
APSE Wales Annual General Meeting	Tue 17 Jun	30	35
APSE Southern Region Annual General Meeting	Wed 18 Jun	10	18
Transport and Vehicle Maintenance Seminar 2025	Thu 19 Jun	48	70
Scotland AGM	Tue 08 Jul	16	20
Protecting and enhancing neighbourhoods (with AGM)	Tue 22 Jul	10	10
Annual Seminar 2025	Wed 10 Sep	5	5
Winter Maintenance Seminar	Fri 10 Oct	0	0

Invite Annotate Comments Reset Pages



When Pegasus met Mailchimp



Your details

|EMAIL|
 |ORGANISATN| *|FNAME|* *|LNAME|*

|ORGANISATN| is a member of **APSE** and you have full access to the benefits of membership. Find out more by visiting the [APSE Website](#).

|ORGANISATN| is a member of **APSE** and **APSE Energy** and so you have full access to the benefits of both memberships. Find out more by visiting the [APSE Website](#) and the [APSE Energy Web Pages](#).

|ORGANISATN| is a member of **APSE Energy** and you have full access to the benefits of membership. Find out more by visiting the [APSE Energy Web Pages](#).

|IF:MERGE29=0| You have not expressed interest in a particular service area.
 |ELSEIF:MERGE29=1| You have expressed interest in the below service area. *|ELSE:|* You have expressed interest in the below service areas. *|END:IF|*

*|IF:MMERGE9=TRUE|*Building Cleaning
 |END:IF| *|IF:MMERGE10=TRUE|*Catering
 |END:IF| *|IF:MMERGE11=TRUE|*Cemeteries and Crematoria
 |END:IF| *|IF:MMERGE12=TRUE|*Social Value, Procurement and Commercialisation
 |END:IF| *|IF:MMERGE13=TRUE|*Environmental Health
 |END:IF| *|IF:MMERGE14=TRUE|*Health and Social Care
 |END:IF| *|IF:MMERGE15=TRUE|*Housing & Building Maintenance
 |END:IF| *|IF:MMERGE16=TRUE|*Local Government Reorganisation
 |END:IF| *|IF:MMERGE17=TRUE|*Parks & Grounds Maintenance
 |END:IF| *|IF:MMERGE18=TRUE|*Refuse & Street Cleansing
 |END:IF| *|IF:MMERGE19=TRUE|*Renewables & Climate Change
 |END:IF| *|IF:MMERGE20=TRUE|*Roads & Highways
 |END:IF| *|IF:MMERGE21=TRUE|*Sports & Leisure
 |END:IF| *|IF:MMERGE22=TRUE|*Transport & Vehicle Maintenance
 |END:IF| *|IF:MMERGE28=TRUE|*Workforce Matters
 |END:IF|

If you would like to add to or amend your areas of interest you can do so using the link below.

[Service Area Update Form](#)

Your Upcoming Event Bookings

|HTML:MMERGE30|

|HTML:MMERGE31|

Next Steps...

- Continue to develop the dashboards
- Systematic use of data for targeted improvements
- Continue to automate systems
- Improve member engagement and activity

Thanks for listening

Lindsay Airey
Head of Business Resources

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E: L.Airey@apse.org.uk

www.apse.org.uk

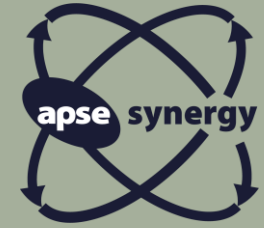


Associate Away Day 2025

Friday 11th July 2025

Village Hotel Manchester, Ashton

apse solutions



Thank you

