

Data-Driven Decisions: From Benchmarking to Better Services

The UK's largest local government benchmarking conference



Thursday 4 and Friday 5 December 2025

Village Hotel Blackpool, East Park Drive, Blackpool FY3 8LL



9:00 Delegate registration

10:30 Session 1: Insight and opinions

Neighbourhood services in European cities – how are they performing?

- Benchmarking urban cleanliness
- Encouraging proper citizen behaviour
- Recognising best practices

Julie Eeckhoudt, Association of Cities for Urban Cleanliness (AVPU), France

RAF – how do they manage performance and risk?

- Performance reporting and structure
- Effective risk management
- Culture of performance in the RAF

Wing Commander Frank Gmitrowicz and Sqn Leader Steve Spreckley, Insights and Analytics (I&A) team, RAF

What's happening in front line services?

- Latest performance issues affecting Local Government
- New Local Government Outcomes Framework in England
- Recent developments

Debbie Johns, Head of performance networks, APSE

What do the public think about public service spending and the economy?

- Trends in public satisfaction
- What do taxpayers value?
- Key messages for decision makers

Damian Lyons-Lowe, Chief Executive, Survation

11:45 Coffee & Networking Break

12:15 Thematic Forums

Forum 1: APSE service award winners 2025 – Best Health and Wellbeing Initiative

- Community partnerships and innovative programming
- Latest advances in leisure, libraries and parks

Iain Varah, Chief Executive, Vision Redbridge Culture and Leisure and Debbie Johns, Head of Performance Networks, APSE

Forum 2: Monitoring and evaluating climate and environment action

- Demonstrating progress in reducing emissions against the carbon budget
- Improving adaptive capacity in relation to the changing climate

John Atkinson, Climate and Energy Manager, Tameside MBC; Glynn Humphries, APSE associate and Phil Brennan, Head of Energy, APSE

Forum 3: Employment Rights Bill: Are you ready?

- What does this mean in practice?
- How can front line services prepare for this?

Laura C McHugh, Partner, Forbes Solicitors and Lindsay Airey, Head of Business Resources, APSE

Forum 4: New Local Government Outcomes Framework for England

- What are the proposals?
- When and how will they be implemented?

Jack Purchase, Head of Local Accountability, Local Government Accountability and Outcomes Framework Team, Ministry of Housing, Communities & Local Government (MHCLG) and Mo Baines, APSE Chief Executive

Forum 5: Using data to support re-organisation for environmental services

- Data-led intelligence to support service improvement
- Using data to support North Northamptonshire through the reorganisation process

Liam Faulkner, Head of Environment, North Northamptonshire Council and Fiona Sutton-Wilson, Head of Training, APSE

13:00 Lunch and Networking

14:00 Workshops

Workshop A: Building cleaning and catering

- Recruitment and retention
- Sustainability and environmental improvements
- Breakfast clubs and holiday feeding
- Barriers to free school meal take up
- Best practice case studies

Anne Goldie, South Lanarkshire Council; Hayley Jones, Denbighshire Council; John Feeney, East Renfrewshire Council; Vickie Hacking, Principal Advisor, APSE and Kate Evans, APSE associate

Workshop B: Building maintenance (housing and non-housing)

- Apprentice programmes
- Charging arrangements and processes for work carried out for Housing Repairs Service
- Digitalisation
- Cladding Remediation Programme
- Dampness and mould

Neil MacGregor, Fife Council; Lindsay Airey, Head of Business Resources, APSE and Colin McInnes, APSE associate

Workshop C: Cemetery and crematorium services

- Meeting the communities' expectations with reducing budgets
- Fees and charges for burials and cremations
- Working with other authorities about land for cemeteries
- Memorial inspection safety tool
- Best practice case studies

Andy Bond, Wigan Council; Ellen Millar, South Lanarkshire Council; Fiona Sutton-Wilson, Head of Training, APSE and Matt Miller, Executive Consultant, APSE

Workshop D: Parks, street cleansing and streetscene

- Is your workforce productive?
- Income generation
- Enforcement, fixed penalty notices and flytipping
- Biodiversity and sustainability
- Digitalisation

Andy Rogan, Huntingdonshire District Council; Matt Ellis, Principal Advisor, APSE and Dave Henrys, APSE associate



Workshop E: Refuse collection, recycling and transport

- Transformation and service change
- Simpler recycling, extended producer responsibility
- Decarbonisation
- Driver safety – good management of driver behaviour
- Transport enforcement and compliance

John Birch, Lancashire County Council;
Ann-Marie Lindsley and Michelle Sherlock,
Cheshire East Council; Bonni Jee, Principal
Advisor, APSE; Peter Kirkbride, APSE associate
and Pete Johnson, APSE associate

Workshop F: Roads/highways, winter maintenance and street lighting

- Sustainability and energy efficiency in highways and street lighting
- Best practice case studies
- Environment issues including flooding
- Digitalisation within the sector
- Effective management of budgets

Paul Binks, Lancashire County Council; Martin
Barton, Wigan Council; Louise Melville,
Principal Advisor, APSE and Andy Martin,
APSE associate

Workshop G: Sports and leisure

- Securing the future of leisure
- Moving Communities collaboration
- Evidencing impact through data collection
- Best practice case studies
- How to best position Public Leisure within the evolving active wellbeing approach

Emma Bernstein, Sport England; Sally
Cheeseman, 4Global; Iain Varah, Vision
Redbridge Culture and Leisure; Tim Hicks,
East Riding of Yorkshire; Abi Ademiluyi,
Principal Advisor, APSE; Ryan McNally, Senior
Data Analyst, APSE and Mark Allman, APSE
associate

Workshop H – Climate change and sustainability

- Sustainable Environment Strategy and Delivery Plan
- Community engagement
- Carbon and energy projects
- Climate adaptation
- Findings from the new benchmarking module

Tom Guilbert-Newell, Newcastle-under-Lyme
Borough Council; Glynn Humphries, APSE
Associate; Phil Brennan, Head of Energy,
APSE; James Jefferson, Principal Advisor and
Andy Derbyshire, Senior Data Analyst, APSE

17:00 Seminar close

Evening Programme

The prestigious performance networks awards are a high-profile occasion where both the best performing authorities and the most improved are awarded for their achievements. There are dedicated awards for most service areas and finalists are selected based on those authorities who have participated in performance networks

19:00 Pre-dinner drinks

19:30 Performance networks dinner

21:30 Performance networks awards

APSE is proud to once again be supporting Parkinson's UK as our event charity this year and hopes to add to the many thousands raised at our awards in recent years for this vital charity.



Friday 5 December

10:00 Session 2: Use of technology

Digitalisation and use of AI within local government services

Dr Tom Smith, Director of AI Corporate, Ministry of Housing, Communities and Local Government (MHCLG)

10:30 Panel discussion

What's in store for local government front-line services?

Chair Mo Baines, Chief Executive, APSE

Climate change, energy and net zero

Patrick Allcorn, Head of Local Net Zero Delivery and Demonstration, DESNZ

Workforce issues

Lynne Morris, Regional Manager, Unison

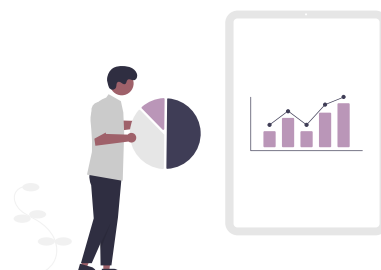
Local government finance

Simon Allsop CPFA, Managing Consultant, CIPFA

Managing demand and productivity

Freddy Farias Arias, Economist and Lead Analyst at the Office for National Statistics (ONS)

11:30 Lunch and seminar close





Venue 2025

This year's performance networks seminar will be held at the Village Hotel Blackpool, East Park Drive, Blackpool, FY3 8LL.

Situated on the eastern edge of the town, the venue is easily accessible from the M55.

Delegate Packages Exclusive of VAT

What's included?

The delegate fee covers attendance on both days, delegate documentation, lunches, light refreshments, dinner and attendance at the performance networks award ceremony. Accommodation for Thursday 4 December is also included.

Performance networks member delegates: **£260+VAT**

Non performance networks member delegates: **£430+VAT**

Private/non Local Government delegates: **£575+VAT**

Accommodation Bookings allocated on 'first come, first served' basis

Accommodation for the night of Thursday 4 December is included in the delegate fee.

Accommodation will be allocated on a first come first served basis. Please note that APSE cannot guarantee that bedrooms at the Village Hotel will be available for late bookings.

Wednesday 3 December can be booked via APSE at £85+VAT per person using the event booking page.

Delegates wishing to book accommodation on any night other than 4 December must contact the hotel directly to do this.

Visit the APSE Events page to book [click here](#)

CANCELLATION & REFUND POLICY: Reservation is a contract. Substitution of delegates is acceptable any time in writing by email to iali@apse.org.uk. Cancellations must be made in writing at least 10 working days before the event, and will incur a 20% administration fee. No refunds can be given for cancellations received less than 10 working days before the event or for nonattendance. In the unlikely event of cancellation by the organisers, liability will be restricted to the refund of fees paid. The organisers reserve the right to make changes to the programme, speakers or mode of delivery should this become necessary. If due to emergency action by UK Governments/Administrations or Public Agencies this event is postponed, for example for reasons of public health and safety, the organisers will transfer your booking to the replacement event or provide a credit voucher against a future event booking.

